



OPEN WORLD
LEADERSHIP CENTER



The Open World Leadership Center
The Open World Program

2020 Grant Guidelines

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LEADERSHIP CENTER

OPEN WORLD PROGRAM OPEN WORLD LEADERSHIP CENTER

2020 GRANT GUIDELINES

Introduction

The Open World Leadership Center (Open World or the Center) is a legislative branch agency that supports the 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 accountable governance. The program allows American leaders and their counterparts from the following participating countries to engage in meaningful and unfiltered dialogue: Armenia, Azerbaijan, Belarus, Estonia, Georgia, Kazakhstan, Kosovo, Kyrgyzstan, Moldova, Mongolia, North Macedonia, Russia, Serbia, Tajikistan, Turkmenistan, Ukraine, and Uzbekistan. Counterparts engage constructively with one another in a manner that complements the U.S. Congress's legislative diplomacy efforts on timely issues such as e-governance, young leadership development, entrepreneurship, health and social services delivery, 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. The program also emphasizes the importance and impact of the legislative process on every aspect of society. Collaboration with foreign legislatures, governments and emerging leaders is a part of Congress' Article 1 foreign policy oversight function and its conduct of legislative diplomacy.

Today, the Open World program has more than 29,000 alumni and a network of more than 9,000 host families in nearly 2,100 communities throughout the United States. Since the beginning of the program, the average age of delegates is 36 (with 1/3 being under 30, and the average age being 33 in recent years); more than half (51%) are women.

The Center'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 the American system of participatory democracy and accountable governance at every level: federal, state, and local.

The Center will continue to bring emerging leaders from Eurasia to the United States, while endeavoring to foster lasting ties that result in ongoing cooperation and collaboration. This solicitation seeks proposals to host delegates from the following countries: Armenia,

Azerbaijan, Belarus, Estonia, Georgia, Kazakhstan, Kosovo, Kyrgyzstan, Moldova, Mongolia, North Macedonia, Russia, Serbia, Tajikistan, Turkmenistan, Ukraine, and Uzbekistan. The Center will give greater weight to those 2020 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 their staff; (c) are likely to produce new partnerships or further existing ones; (d) include specific follow-on project activities and significant projected results, such as plans for substantive future reverse travel;¹ (e) include collaborative programming with American young professionals organizations; and (f) 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).

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 Center ensures that *all* delegations receive significant exposure to the role and procedures of American legislative bodies. As part of this focus, the Center asks 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 functions such as lawmaking, legislative oversight, and constituent relations with officials engaged in these activities. Delegates should also learn about the effect of legislation on their exchange's assigned theme.

The Center intends to award grants for the hosting of 151 delegations under these guidelines for calendar year 2020. 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. **These 151 delegations include twelve delegations of parliamentarians and eight delegations of parliamentary staffers from the countries listed in this solicitation.** The Center invites U.S.-based organizations with either established foreign visitor programs or demonstrated ability to host foreign visitors to propose hosting from one to 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.

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.

Proposals for all country programming in this solicitation are due close of business Thursday, September 19, 2019. Please see pp. 53 for instructions on submitting applications.

The Center will provide grants for hosting delegations to approved organizations that support its objectives (see below).

2020 GRANT PROCEDURES

Grants Overview

The **2020 Open World Program** will focus on emerging political, civic, and community leaders at the national, regional, and local levels from participating countries, 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 to develop new partnerships or further existing partnerships between delegates and their U.S. counterparts.

While some candidates are nominated by international organizations, most are nominated by U.S. and participating-country agencies and institutions. The Open World program looks for talented, emerging leaders. Candidates are vetted using the following criteria: (1) demonstrated leadership skills and a commitment to building a civil society; (2) extent of activities in one or more of the thematic areas for Open World exchanges; (3) participation in the political process, especially as legislative officeholders, candidates, or staff; (4) 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 fluency is not required.

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

The Open World program plans to host up to 904 participants⁴ (151 delegations) under these guidelines, with up to 306 participants (51 delegations) coming from Ukraine, up to 246 participants (40 delegations) from Russia, up to 30 participants (5 delegations) from Armenia, up to 24 participants (4 delegations) from Azerbaijan, up to 18 participants (3 delegations) from Belarus, up to 4 participants (1 delegation) from Estonia, up to 36 participants (6 delegations) from Georgia, up to 30 participants (5 delegations) from Kazakhstan, up to 30 participants (5 delegations) from Kosovo, up to 18 participants (3 delegations) from Kyrgyzstan, up to 30 participants (5 delegations) from Moldova, up to 24 participants (4 delegations) from Mongolia, up to 12 participants (2 delegations) from North Macedonia, up to 24 participants (4 delegations) from Serbia, up to 30 participants (5

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

⁴ The term “participants” includes delegates and facilitators. This is the number of participants covered by this solicitation. Additional delegations/programmatic countries might be added in the future. The Center’s grantees will be solicited to host them if such additions occur.

delegations) from Tajikistan, up to 12 participants from Turkmenistan (2 delegations) and up to 24 participants (4 delegations) from Uzbekistan.

Final 2020 hosting numbers will depend on available funding.

Grant Guidelines Content

This document contains, in order:

- Eligibility requirements for an Open World grant and programming priorities
- Open World program objectives
- Short hosting theme descriptions
- Proposed 2020 travel dates
- Grantee programming and administrative requirements
- Local-hosting document deadlines
- Results tracked by the Center
- 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 Center and explains grantees' and local host organizations' roles in helping report them.

Eligibility for an Open World Grant and Programming Priorities

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

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

⁵ Local host organizations for past Open World exchanges have included local affiliates of grantee organizations; colleges and university-based centers; and civic associations that have experience with international visitors. Each local host organization designates a local host coordinator who will have overall responsibility for the eight-day community visit.

- 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 if it demonstrates how the applicant organization will involve one or more organizations composed of young American professionals⁶ in providing some of the delegates' professional, networking, and cross-cultural programming. To the extent possible, such young professional organizations should be focused on activities relevant to a delegation's Hosting Theme.
- Will be given preference 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 if it demonstrates how results (as defined on pp. 50 below) will be accomplished, particularly if this programming would further ongoing or proposed projects/partnerships with the applicant organization or one of its proposed local host organizations.

On a limited basis, the Center will permit organizations awarded 2020 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 the Open World program's criteria, including an emphasis on including emerging professionals on the program.** 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 nomination strategy must also demonstrate that the candidates will meet the program's selection criteria, enhance a community partnership and/or project, and/or foster long-term

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

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 the Open World program's standard delegate application form and go through the same competitive, transparent vetting process as other nominees for the program. The Center will closely coordinate the nomination process with the relevant grantees, and grantees can submit their list of nominees in priority order. 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 program finalists that fit the delegation will complete the delegation.

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

Objectives

Open World program 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. Each proposed Open World program must ensure that delegates have the opportunity to:

- 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.
- Observe and learn about their American professional counterparts and their role in society/people who interact with them. For example, a delegation of mayors and other city officials might meet with the host community's mayor, city manager, city council members, mayor's office staff, key departmental staff, and local political reporters.
- Share their professional expertise through planned formal presentations, panel discussions, and/or roundtables with their American counterparts and contacts, and present information about their country's culture, history, and current affairs to members of their host community (this is a program requirement).

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 organization/subgrantee.

- 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.

Hosting Themes

The **2020 Open World Program** will offer a different set of themes for each participating country. Country themes are 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/programs, and are generally nominated for a specific program (or programs if there are multiple in a theme/subtheme).

Since the Center 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. The Center, therefore, asks grantees and their local host organizations to set up meetings and other professional activities for their delegates with Members of Congress or their staff, state legislators, and city council members and other local lawmakers. The purpose of these activities is to give delegates firsthand insights into how American legislators carry out such functions as lawmaking, legislative oversight, and constituent relations, especially as these functions relate to a delegation's hosting theme. Meetings with staff of state legislative committees and legislative support agencies are also encouraged, when feasible.

The Center's staff oversees the process of forming and placing delegations in host communities that are comparable to their own communities and that can offer experiences and information directly relevant to the delegates' interests. The Center's 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. The Center's 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 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 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 the Open World program's vast professional alumni network of some 29,000 leaders across Eurasia. Open World program 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, Belarus, Georgia, Kazakhstan, Kosovo, Kyrgyzstan, Moldova, Mongolia, North Macedonia, Russia, Serbia, Tajikistan, Ukraine and Uzbekistan have access to a closed (private) Facebook group to remain connected and meet Open World program alumni in their respective

countries. Russia and Ukraine delegations have closed Facebook groups based on their travel date. These groups are only for current Open World program delegates, program alumni, and host families (or other host community stakeholders). In these closed groups, alumni share professional updates on their lives, projects, photos, and articles. The Russia and Ukraine programs have private Facebook groups for every travel date from those countries. All of these Facebook groups are used during the Open World program by alumni and stakeholders once an Open World program is complete.

The Open World program's 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/>

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.53.) Proposed travel dates by country and theme can be found in the table starting on p. 40.

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

Armenia

Emerging Leaders: Youth-led Social Change (February 26th)

Youth played a key role in galvanizing the political transition in Armenia in May 2018, and during the past year, this sense of empowerment to change "business as usual" has matured. Young people wish to remain engaged and have their say in decision-making, both at the local and national levels. A customized Open World program will benefit these emerging voices by providing first-hand exposure to local politics in the United States, how strategies/plans of action are developed, and how networks are formed. The program should provide insight as to strengthening institutional capacity, incorporating issue-based planning, and how to increase exposure for increased influence and impact. The delegation would benefit from exposure to grassroots issues started at the local level that have gained traction at the state and national level.

Members of Parliament (April 27th)

The Open World program for the members of the National Assembly will highlight the role of legislative bodies in oversight and policy development on various issues. The program will focus on oversight and pluralism in the legislative process, committee structure and processes, and the role of entities in the Executive and Judicial branches (concentrating on judicial reform issues as it is the top priority of the Armenian Parliament), the Office of

Management and Budget, the Congressional Research Service of the Library of Congress, independent think tanks, investigative journalists, and lobbying groups at the federal and state level. The program will also involve visits to congressional district office(s) to explore the role of congressional outreach and town halls/councils in the policy process to give the delegation an opportunity to explore the role of party structures in developing policy.

Combatting Domestic Violence and Sexual Assault (May 6th)

Armenia faces strong challenges in empowering women and combating abuse. Armenia's Velvet Revolution ushered in a new generation of political leaders that are willing to tackle complex human rights issues that do not always enjoy popularity. Reducing domestic violence is one such issue that the new Minister of Labor and Social Affairs (MLSA) has prioritized, but public support for the matter does not go beyond the civil society members and activists that have come together under the Coalition to Stop Violence Against Women. Even though Armenia adopted the Law on Prevention of Violence within the Family in December 2017, in practice women and children remain at risk since the enabling environment for the implementation of the law is lagging. Sexual assault is a related issue as women often hide the fact that they have been victimized due to the social stigma and victim blaming prevalent in society. Law enforcement is currently neither competent nor willing to consider domestic violence and sexual assault according to normal criminal investigative practices. The notoriety of being a sexual assault victim can ruin a young person's future for marriage or profession. Armenia lacks government-sponsored victim shelters and professionals trained to assist victims, and the country relies solely on NGO operated-shelters and staff. Currently, there is a window of opportunity to initiate strategic communication and behavioral change campaigns for the Ministry to be able to garner broader public and stakeholder support in defense of women. The Open World program will be designed for a joint group consisting of one relevant individual from MSLA, one member of the Coalition to Stop Violence Against Women, one media representative, one investigator, and one prosecutor to closely observe and learn the approaches and treatment of women's issues in the United States. Meetings with organizations working in this field will expose the delegation to best practices and tested approaches/models on how to communicate complex policy change and how to strategically engage interest groups. One key focus of this group will be to form/join a network through which they can address these issues upon return to Armenia to assist with the initiation of real reform.

Judicial Rule of Law - Impact of Precedent on the U.S. Judicial System (June 11th)

Under the Armenian Constitution and Judicial Code, decisions of the European Court of Human Rights and the Court of Cassation (Supreme Court) create binding precedents for all instances in the Armenian Judicial system. The purpose of this program is to demonstrate to Armenia's judges – who have been using case law only for 11 years – how courts in the U.S. apply and use case law precedents. Since the wording in statutes and constitutions is often very vague, case law is a critical component of legal decision making impacting policy in the United States, and it would be beneficial for the Armenian judicial delegation to see this impact.

Think Tank Specialists (October 21st)

A new generation of Armenian opinion leaders would benefit from exposure to U.S. think tanks to better understand the use of diverse approaches to deliver messages and to influence public opinion and policy. This program will expose the delegates to current trends and technologies used in influencing public opinion, as well as combatting disinformation. The delegates will learn how policymaking works in the United States, including the role of government agencies, lobbyists, NGOs, opinion leaders, and traditional and social media. This will help demonstrate how think tanks can directly affect local communities and generate grassroots activism, as well as how domestic political factors influence decisions about trade, border issues, immigration and refugee policies, and other issues of national importance.

Azerbaijan

Women in Religious Organizations (March 4th)

This program is designed to demonstrate the role of women in American religious communities. Aside from one female deputy on the Caucasus Muslim Board, Azerbaijani women remain sidelined in a religious sector largely dominated by men. Consequently, by visiting American religious organizations, participants will be equipped to assist and promote women's equality in Azerbaijani religious communities.

Judicial Rule of Law-Judiciary Reform (April 16th)

The government of Azerbaijan is in the process of conducting judicial reform. On April 3, 2019, President Ilham Aliyev issued a decree "On Deepening Reforms in the Judicial Legal System," making judicial/legal reform a national priority. Through the Open World program, this judicial/legal delegation will look closely at the judicial system and its processes in the United States, to learn best practices and see what processes they might adapt for the Azerbaijan judicial system.

American Corners Community Engagement (October 7th)

This program will include a representative from each of the four regional American Corners in Azerbaijan to learn how similar American community organizations, such as libraries, job training facilities, English as a Second Language, and College Counseling services operate. The visit will focus on STEM, entrepreneurship, and youth focused programs.

Youth Leadership and Community Involvement (December 2nd)

In September 2018, youth and adult leaders from 30 countries gathered in Baku for an inclusive Youth Leadership Forum in an effort to usher in a new era of youth-led social impact. This Open World program will expand on this effort and will focus on emerging youth leaders in a variety of professions by providing them with insight and hands-on experience on how to navigate local government and civil society. Participants will connect with their U.S. counterparts and learn first-hand about impactful social activism, and how to maximize the role of youth leadership in community development.

Belarus

Social Entrepreneurship: Looking at the U.S. Model (May 27th)

Belarus government and business entities are not actively engaged in supporting society's needs through their activities, and the success of social entrepreneurship depends on many factors related to positive social impact that traditional corporate businesses do not prioritize. This program will demonstrate how social entrepreneurs (less so social entrepreneurs in the government sector) develop, fund, and implement activity to find solutions for social, cultural, political and environmental issues.

Smart Cities/Environmentalism (October 21st)

The President of Belarus Alexander Lukashenko has indicated the need to create comfortable and livable cities in that country. He indicated that future developments should be coordinated by relevant agencies so that parking, social facilities and other urban amenities are included in their design and execution. This Open World program will focus on smart city design in the United States, with a focus on serving the population and minimalizing the environmental impact of development and lifestyles.

Social Inclusion (December 9th)

In February 2019, Belarus' Deputy Minister for Foreign Affairs Andrei Dapkiunis served as a keynote speaker at a U.N session called "Addressing Inequalities and Challenge to Social Inclusion through Fiscal, Wage and Social Protection Policies" in which he reported on Belarus' experience in overcoming inequality in the context of achieving its sustainable development goals. In order to improve the effectiveness in dealing with internal inequalities, he suggested exchanging experiences and strengthening coordination. This Open World program would be responsive to that suggestion and would demonstrate to the program delegates how efforts to improve social inclusion are made in the United States, including the best and most effective practices that are used to advance inclusion.

Estonia

Judges - Rule of Law (April 16th)

For the last six 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 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 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 distinctions between civil law and common law lessens.

Georgia

Members of Parliament (January 13th)

Please see page 40 for a general description regarding Open World parliamentary programs.

Parliamentary Staffers (February 3rd)

Please see page 40 for a general description regarding Open World parliamentary staff programs.

Urban Planning and Cultural Preservation (April 1st)

Georgian society is increasingly aware of the historical and cultural treasures that exist throughout the country. There also seems to be growing concern about losses to Georgian heritage through development, including the destruction of buildings and historically important landmarks and cultural artifacts. The field of Urban Planning in the context of cultural preservation has become central to the design, adaptive use, and management of buildings, cities, and regions in Georgia. An Open World delegation would work with their American colleagues to identify and analyze cultural places of significance and other places important to the historic fabric of Georgia. The program would focus on methodologies and practices that determine the significance of important cultural legacies and the design of appropriate conservation and management measures.

Parliamentary Staffers (May 11th)

Please see page 40 for a general description regarding Open World parliamentary staff programs.

Parliamentary Staffers (July 27th)

Please see page 40 for a general description regarding Open World parliamentary programs.

Inclusion, Diversity, and Equality (October 7th)

There is an increasing need for Georgia to demonstrate its acceptance of societal diversity and to implement inclusive strategies aimed at improving productivity and morale. This program will demonstrate the value of diversity, including how differences in styles and values can be constructive. This delegation will include some impacted by the aggression against Georgia (refugees or those with PTSD) and/or National Minorities. This program will demonstrate effective inclusion programs in the United States, and will include meetings with leaders on this subject matter.

Kazakhstan

Local Legislators (January 22nd)

In accordance with Kazakhstan's Plan of the Nation, the Law "On Public Councils" requires each government agency, including those at the regional and local level, to establish a public council as an advisory and consultative body with participation of representatives of civil society. At the lowest level of government, a general meeting of the citizens can serve as a public council. Analysis of some of the web-pages of the public councils at the regional level (Astana city, Karaganda region, East-Kazakhstan region,

South Kazakhstan region) has shown that the public councils are active and perform the functions prescribed by the Law, such as discussion of the regulatory and budget decisions, reports of the regional officials, and appeals made by citizens. This information is very limited, however, and greater transparency is needed. An Open World program aimed at local legislators/councils would provide local leaders with first hand access to legislators and legislative processes in the United States, and they would also observe the critical role the legislative process has in a mature democracy

Educational Change Management (March 4th)

Kazakhstan is a massive country undergoing a sweeping educational overhaul and is seeking to achieve trilingualism in English, Russian, and Kazakh by 2030. The massive scale and ambitious timeline for this initiative was impacted by the sudden resignation of President Nazarbayev in March 2019, as many initiatives such as this have fallen off. An Open World program in this theme is aimed at assisting Kazakhstan in the design and implementation of sweeping educational reforms. A diverse delegation will visit educational leaders to learn more about needs assessment, educational policy formation and execution, curriculum design, educational reform, bilingual education, dual immersion programs, teacher training, professional development for in-service training, and distance education. Participants would examine various programs aimed at elementary, secondary, and higher education settings. Optimally the timing would align with the International TESOL Association Conference in March 2020 in Atlanta.

Judicial Rule of Law (March 26th)

The government of Kazakhstan is currently working to strengthen the rule of law and reform of the judiciary in Kazakhstan through supporting the implementation of a national policy of “humanization” of the justice system in an effort to enhance the protection of individual rights, particularly in the wider criminal justice system. Reforms are being made in the penal process and with other judicial procedures. The goals are improvement and humanization of the criminal justice system, modernizing sentencing, and improving the training and capacity building within the judicial system. An Open World judicial program for Kazakhstan would feature these aspects of the American judicial system to compare notes, discuss best practices and share experience among colleagues with the goal of forwarding Kazakhstan’s judicial reform efforts and improving the judicial system in both countries.

Parliamentary Staffers (June 3rd)

Please see page 40 for a general description regarding Open World parliamentary staff programs.

NGO Management and Civil Society (September 23rd)

This program is designed to teach NGOs in Kazakh speaking communities, particularly in the media sphere, to establish strong viable organizations. The delegation will meet with NGOs and other non-profit organizations and examine their role as a cornerstone of democracy. The delegation will also explore innovative non-profit management strategies for engaging communities, defending civil rights, and fundraising, as well as strategic planning, use of social media and new technologies, board development, and the effective

use of volunteers. The delegation should also look at public-private partnerships. Participants will see how small, domestic NGOs obtain local support to ensure sustainability. The program would also highlight examples of successful cooperation with private or government sectors to foster a new generation of NGO managers in Kazakhstan, particularly those working with Kazakh-speaking communities and regions. Participants would be high-profile activists in the country who are running NGOs, representing regions of Kazakhstan and Kazakh-speaking communities or media-oriented NGOs.

Kosovo

Members of Parliament: Expanding Women's Economic Participation (January 27th)

Female unemployment in Kosovo is one of the highest in the region at 33.4 percent. The country's well-documented difficult labor-market conditions also affect women disproportionately. About 80 percent of women in Kosovo are economically inactive and of the 20 percent that contribute to GDP, 36 percent are not paid for their work. This Open World program will expose public and private sector officials involved in labor policy to approaches U.S. institutions have used to identify the benefits of inclusive employment, constraints to women's employment and approaches to addressing them. Program participants will bring home lessons learned to implement in Kosovo and develop partnerships to create long term collaboration and exchange of knowledge.

Members of Parliament (June 15th)

Please see page 40 for a general description regarding Open World parliamentary programs.

Judicial Rule of Law – Corruption and Economic Crimes (October 1st)

Through this program, anti-corruption and anti-organized crime efforts in Kosovo will be strengthened by looking at specific ways Kosovo law enforcement can monitor and see the process the United States uses in confiscating illegally obtained assets and utilizing the proceeds. In January 2019, the new Kosovo Law on the Extended Powers of Confiscation, aimed at strengthening the tools of prosecutors to confiscate assets, entered into force. Kosovo judges and other participants will be exposed to U.S. models and techniques to monitor how courts and other bodies implement legislation related to confiscation and how the proceeds or assets themselves are used for the benefit of the public and/or marginalized/affected groups. This program would be beneficial to participants looking at best practices in prosecuting economic and other serious crimes, including those linked to high-profile individuals, politics, or business.

Designing a Successful Entrepreneurial and Innovation Zone/Incubator (November 4th)

Entrepreneurship and innovation are some of the most cherished characteristics of the American economy. Stories like that of Silicon Valley have inspired many countries around the world to try and replicate the policies and required investment and to encourage innovative centers of their own. In an attempt to spur innovation and entrepreneurship in its own economy, the Government of Kosovo has supported several business incubators and has created a Ministry of Innovation and Entrepreneurship. However, it still lacks the required expertise and knowledge on the workings of innovation ecosystems and policies

that encourage creativity in business. This program will bring officials involved in the Special American Economic Zones (SAEZ) and other innovation and entrepreneurship policymakers together to learn more about the American innovative ecosystems, government policies and the culture surrounding these economic activities. In addition to innovation and entrepreneurship policies, the Government of Kosovo has also established Special American Economic Zones (SAEZ), through which it aims at both promoting American foreign direct investment and local business incubation and innovation. The Government of Kosovo is still working on suitable SAEZ design and the zone policies that would best suit its mission. This program would look at lessons learned that these participants can implement in Kosovo.

Engagement of Youth in Volunteerism and its Techniques (December 2nd)

In Kosovo, volunteerism is a field that needs to be developed, especially organized volunteerism. There is a crucial need to increase the number of people engaged in voluntary work/community service, to reach youth through volunteerism, and best techniques on training those volunteers. This project will explore and introduce the American tradition of volunteering for civic activities, NGOs focusing on youth issues, cultural activities, and festivals. The first program goal is to introduce Kosovo participants to best practices for volunteer recruitment, retention, and management, and will include visits to non-profit organizations, foundations, community groups, and corporations. The second goal is to present the impact of voluntary work to the people volunteering and to the communities they serve. The third goal is to emphasize and present the importance of technology, especially social media, on creating online platforms for civic engagement and participation.

Kyrgyzstan

Information Technology – Education to Employment (February 12th)

This program will send Ministry of Education Officials, along with university and secondary school teachers and/or administrators to the United States to observe the role of public-private partnerships, vocational and technical schools, and community colleges in creating a pipeline to teach IT skills that lead to employment.

Judicial Rule of Law – Anti-Trafficking in Persons (March 26th)

This program will send a group of judges and civil society experts to the United States to learn more about U.S. laws to convict offenders of trafficking in persons, and best practices for police, judiciary, and prosecutors, and the support structures, which exist in the United States to assist the victims of TIP.

Parliamentary Staffers- Introduction to Legislative Research (July 8th)

This program, specifically for parliamentary staffers, will cover legislative research, including how the Congressional Research Service of the Library of Congress interacts with members, and provides research to inform legislation. Staffers currently perform much of

this work, and U.S. Congressional practices could provide a good model for improving their working and strengthening the Parliament's oversight role.

Moldova

Parliamentary Staffers (January 22nd)

Please see page 40 for a general description regarding Open World parliamentary programs.

Members of Parliament (March 30th)

Please see page 40 for a general description regarding Open World parliamentary programs.

Members of Parliament (September 8th)

Please see page 40 for a general description regarding Open World parliamentary programs.

Judicial Rule of Law October 1st)

While several significant legislative acts were passed, and important progress has been made having to do with judicial system reform, judicial independence in Moldova is far from complete. What is needed is a change in the mindset and working culture of many of the judges. In addition, the implementation of the most crucial legal reforms is lagging behind and often lacks political will and conviction. This Open World program will expose a group of Moldovan judges to the U.S. judicial system to observe all aspects of the work of the judiciary, to observe best practices and to discuss common problems/solutions with their colleagues.

Regional Economic Sustainable Development (November 4th)

Moldova is a small lower-middle-income economy. Although it is the poorest country in Europe, Moldova has made significant progress in reducing poverty and promoting inclusive growth since the early 2000s. The economy has expanded by an average of 5 percent annually, driven by consumption and fueled by remittances. The latter account for a quarter of GDP, among the highest share in the world. European integration has anchored successive governments' policy reform agendas, but reforms that are good on paper have yet to materialize. A vulnerable political system, polarized society, adverse external environment, and skills mismatch in the labor market, along with climate-related shocks, are Moldova's biggest economic challenges. To meet these challenges, models of development, financing, public-private partnerships and other developmental tools will be explored during an Open World program with the participation of Moldovan leaders tasked with identifying means to Moldova to grow economically and to find means to sustain such growth.

Mongolia

Members of Parliament (June 22nd)

After months of political turbulence, the Speaker of Mongolia's Parliament was forced from office in early 2019. His removal came after a campaign of protest against political

corruption that saw demonstrators braving freezing weather in the central square of the capital Ulaanbaatar. This is just the latest political scandal that has dogged Mongolian democracy and raises questions about the future of the parliamentary system in this mineral-rich but economically struggling country. With these difficulties in mind, the Open World program will provide Parliamentarians from Mongolia with exposure to how Members of Congress respond to the needs of their constituents and will demonstrate legislative processes. The delegation will meet with Members of Congress and their staff, as well as with constituents and local organizations and discuss issues such as transparency, ethics and good governance, among other topics.

Judicial Rule of Law – two delegations (July 16th):

For the last six 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, to represent the Mongolian judiciary and to advise on the selection and removal of judicial officers. Through this relationship, Open World will field two standard Open World delegations of judges for a program providing a 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.

Prosecutors (July 16th)

In addition, starting in 2019, Open World has worked with the State Prosecutor General's Office of Mongolia to field a delegation of prosecutors from Mongolia on Open World. This delegation will also be looking at the U.S. judicial system, with a focus on the work of Attorney Generals and other prosecutors.

North Macedonia

Members of Parliament (February 24th):

Please see page 40 for a general description regarding Open World parliamentary programs.

Judicial Rule of Law (October 1st):

According to the leadership of the European Union, North Macedonia needs to reform its judiciary to ensure that it can handle high-level crime and corruption cases before accession talks can begin. The Open World program will provide excellent access to the judicial system in the United States to explore these issues and develop the skills needed for North Macedonia to make improvements to its judicial system.

Russia

Business and Innovation (two delegations – February 12th)

As the global economy evolves, businesses have been forced to be more innovative in order to grow the economy, increase revenue and find new sources of investment. This program will focus on the role of government, private enterprises, professional organizations, and universities in fostering innovation. The program will demonstrate how innovation and entrepreneurship is encouraged and supported in the U.S. in both the private and public sectors. Delegates will experience firsthand what drives innovation in the U.S.

Business and University Hubs/Incubators (two delegations – February 12th)

Just as in the U.S., many Russian universities are focusing efforts on innovation and developing entrepreneurs, providing young students with the knowledge of how to start a business, commercialize an idea, and providing favorable conditions such as workspace and mentorships. This program will share the U.S. experience of university entrepreneurship programs, innovation hubs and incubators. Delegates will come from Russian universities with similar programs or those looking to setup similar programs.

Small and Medium Enterprises (two delegations – February 12th)

Small and medium sized businesses in Russia have a unique opportunity to realize their potential due to many of the current economic sanctions on Russia. The sanctions have resulted in the development of many small Russian companies to fill the gap created by sanctions on certain imported goods. However, there is still a lot of room to grow, and smaller Russian cities and towns are in desperate need of economic development. The participants of the program, consisting of policy makers and business leaders, will experience American best practices in supporting the development and sustainability of small and medium enterprises as the backbone of the U.S. economy and a way to further regional economic growth and achieve a higher standard of living.

Women in STEM (three delegations – March 4th)

A Russian-American initiative began at a Graduate Women International Conference in Cape Town, South Africa in August 2016 aimed at expanding 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. These Open World programs will look at U.S. programs designed to create opportunities and encourage girls/women to participate in STEM education and careers and would be targeted to government officials and civic leaders charged with development of school curriculums and outside activities, youth leaders, and advocates of increased opportunities for girls and women.

Women Entrepreneurs (two delegations – March 4th)

In Russia today, as in many countries, gender equality in business still has a lot of room for growth. This program will focus on women innovators and business leaders. Delegates will explore the U.S. experience in entrepreneurial education, university start-ups and the role of government, private enterprises, professional organizations and communities in promoting,

sustaining and incentivizing entrepreneurship. Organizations such as the National Association of Women Business Owners could provide valuable information on creating supporting associations back home in Russia.

Domestic Violence (March 4th)

According to the Russian Public Opinion Research Center, one woman among four has experienced domestic violence in Russia. In spite of this fact, in 2017 the Russian State Duma shifted the legal status of violence committed by family members from a criminal offense to an administrative offense. In the past year, news sources reported a significant increase of domestic violence. The Open World program will focus on how to reveal cases of domestic violence when a woman or a child first resorts to consultation at the level of the general practitioners, gynecologists, or social workers. USG health institutions and NGOs will share their experience creating interviews and questionnaires that allow doctors or social workers to uncover domestic violence if a doctor or a social worker suspects it may have taken place, without crossing privacy borders or traumatizing a client. The participants can also learn how to help victims deal with the shame and social stigma, and where to refer them for further help. Target audience would be health care practitioners, social workers, and NGOs working with high risk female groups, including HIV positive or drug-dependent women.

Women Children's Librarians (March 4th)

For the third year in a row, the Center will host Russian children's librarians from various branches of the Russian National Children's Library. This program will continue to build upon the relationship between Russian and American children's librarians, as well as share best practices, and new ideas, technologies and methods for children's libraries. The program will provide an in-depth overview of the U.S. local library system to include public, private and school libraries.

Rule of Law-Judicial Training (March 26th)

The Open World program's historic relationship with the Russian Judiciary, which has been absent in recent years, has been rekindled by its alumni occupying key leadership positions in multiple branches of the Russian Judicial Academy. This program will share best practices of judicial training, continuing education, and an in-depth overview of the U.S. judicial system. Depending on the delegates individual subject areas, the program will also focus on specific aspect of jurisprudence.

Combatting False Information (two delegations – April 22nd)

In today's world of fake news, organizations and journalists who have made it their mission to combat false information with fact checking services, such as Snopes.com, FactCheck.org, Polygraph.info and many others, have become a valuable tool in navigating a complex media space. This program will focus on investigative journalism, fact-checking and evidence-based reporting. The program will also show an example from the local community of how organizations, businesses, and/or local governments are working to provide better access to public information and combat the dissemination of false information.

Regional/Investigative Journalism (two delegations – April 22nd)

In today's world of fake news and limited independent news outlets in Russia specifically, there is a need for better trained and equipped local and regional journalists to report the news accurately, keep the public informed and bring some transparency to the authorities. This program will focus on best practices of investigative journalism, journalistic ethics, university journalism programs and new ways of sharing content. Delegates will get an overview of the various forms of journalism in any given local media market.

Media Literacy (two delegations – April 22nd)

Now more than ever, producers and consumers of news must be able to process information, identify biases and inconsistencies, check sources and make decisions quickly. As such, the concept of "media literacy" has become a theme all over the world, which is dealing with new phenomena like "fake news," "troll factories," and other aspects of the "weaponization" of information. Access to public information is also a key tool in gathering facts and reporting fairly. Through this Open World program, participants will visit media outlets, civil society organizations, educational institutions and online companies that host news aggregators in order to observe and explore how the various players create, distribute, and analyze the news in a broadly open society.

Sister Cities/Partnerships (five delegations – May 27th)

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 rejuvenate and sustain such relationships. These programs must be clearly defined and be goal oriented. The partnership representative(s) from Russia that will participate must be integral to the future ability to sustain and grow the partnership, as well as be a leader in the proposed partnership activity. In your proposal please indicate if you are able to provide nominations, although this is not a guarantee that grantee nominations will be needed.

Public Defenders (May 27th)

In Russia, there are often large numbers of arrests of protesters who face prison time because they lack information about their rights as accused. Many of these are young public activists who are campaigning for a legitimate cause on a legal basis. The term public defender here does not refer to a court appointed attorney, as in the U.S. system, but rather lawyers who work pro bono defending those in need. In Russia they aren't necessarily appointed by the court, but they can volunteer and be confirmed by the court. This program will focus on those young lawyers working either for NGOs or other movements to defend the rights of citizens with little knowledge of the system.

The Senator Ben Nelson Fellows – TB and HIV (September 23rd)

The Center's Board of Trustees created the Senator Ben Nelson Fellows program to honor Senator Nelson's contribution to the Open World program and to improve ties between the U.S. and Russia in the medical field. The Open World program has hosted six annual delegations of Nelson Fellows. The 2020 program focus will be on TB and HIV. Despite certain successes in TB control that have been achieved in Russia over the past 15 years, two problems pose the risk of reversing this success: a growing share of the multidrug resistant TB cases (close to 30% of new cases in 2017), and TB/HIV co-infection (reaching 21% of new cases in 2017). TB is also the leading cause of death in HIV-infected people, with the number of deaths growing each year. The problem of TB/HIV co-infection is exacerbated by the fact that a lot of those patients are also active drug users, which makes their adherence to treatment and retention in care a big problem. Integration of TB and HIV care has yet to happen in Russia where systems of care for each of the diseases used to be strictly separate in the past and started to interact only recently. Close collaboration among clinicians, health care institutions, and public health programs involved in the diagnosis and treatment of HIV-infected patients with active TB disease is necessary in order to integrate care and improve medication adherence and TB treatment completion rates, address drug interaction and reduce drug toxicities, and maximize HIV outcomes. This program will expose Russian doctors to U.S. practices of treating patients with TB and TB/HIV coinfection with the focus on retention in care and adherence to treatment. The delegates will be able to improve the system of care back home and be able to develop important contacts that could lead to future partnerships.

Sister Cities/Partnerships (five delegations-September 23rd)

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Think Tanks/Innovation (two delegations – October 21st)

This program will share experiences and best practices between Russian and U.S. think tanks and how they operate and interact with the community and policy makers. The main focus of this delegation will be university research centers, think tanks, and working groups whose professional work is aimed at the analysis, moderation and development of political and social technologies at the regional level and how they interact with the federal level.

Delegates will be leading sociologists, experts and analysts working on strategies for the development of society and the public-state contract, as well as political processes.

National Parks/Conservation (October 21st)

Russian nature preserve 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 help develop environmental 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 visit would give Russian experts a better understanding of how U.S. park management works. The hosting location should be situated near a national park/refuge/reserve with recognized excellence in outreach and visitor support activities, and ecotourism.

Waste Management (October 21st)

Russians throw out almost 60 million tons of garbage annually, but Russia lags behind much of the world in waste management and recycling. It is estimated that 70-80% of waste can be recycled, whereas 90% of all waste in Russia is sent to landfills, many of which are illegal. There have also been reports of children poisoned by toxic landfill emissions. Russian legislators have called for the development of waste-to-energy technology and recycling programs to address the issue, but budgetary issues and community resistance have proved troublesome. This program will share the U.S. experience and best practices with Russian professionals charged with regional and city waste management about available options for waste management and public outreach strategies. The participants will see firsthand how local communities facilitate waste management in comparable environments, through public-private partnerships and other methods.

Employment Opportunities for People with Disabilities (December 9th)

This program will highlight the U.S. experience in providing programs, training and support for people with intellectual and development disabilities seeking employment, as well as employers hiring people with disabilities. The program will explore how local governments, employers and NGOs work together to promote employment opportunities for people with disabilities. Participants will include staff of Russian NGOs working on employment issues, such as Best Buddies Russia, and employment agencies from the city of Moscow. Delegates will gain new knowledge and best practices in order to effectively implement disability employment programs and policies in Russia.

Public/Community Engagement for Organizations Serving the Disabled (December 9th)

The disabled community in Russia faces numerous obstacles, many with physical accessibility, but also with a negative public perception and stigmatism of people with disabilities. This program will focus on the ways U.S. NGOs work to fight for the rights of those with disabilities. Program content will cover how NGOs serving the disabled engage with the local community and government, as well as how they develop PR and social

media campaigns, get funding, and other related activities. Participants will be PR/Outreach Managers from Russian disability organizations. The delegates will develop valuable connections with their U.S. counterparts and will return to Russia inspired with new ideas and knowledge to share with their colleagues.

Access for Migrant Communities to TB and HIV Care (December 9th)

Russia ranks second in the world in the number of migrants, 10-12 million per year (10% of the population). Access to healthcare for migrant communities is a challenge, especially for those with certain infectious diseases such as HIV, Tuberculosis (TB) or Hepatitis.

According to the International Federation of Red Cross (IFRC), only 7% of migrants in Russia have proper health insurance. The IFRC has been working with regional branches of the Russian Red Cross to provide access to healthcare for migrants, particularly those with HIV and TB. This program would build the capacity of ongoing efforts of the Russian Red Cross and the NGOs they are partnering with by sharing the U.S. experience in addressing migrant public health issues.

Education and Social Adaption of Children with Disabilities (December 9th)

The number of children with disabilities in Russia has been increasing over the past several years. However, specialized training programs for professionals who work with those children and assist their families are few and far between. Nevertheless, there are some organized groups of parents of such children who have established an association and a unique school for children with severe multiple developmental disorders. This program would allow Russian psychologists, teachers, musical therapists, and parents to experience the U.S. model of education and development of children with disabilities. The delegates would make connections with parents' associations and educational organizations for children with special needs in the U.S. which will help them apply new ideas to improve their own organizations back home.

Serbia

Economic Development through Preservation/Presentation of Cultural Heritage (February 26th)

Serbia's rich cultural heritage presents a strategic opportunity for Serbia. The country has rich, vibrant musical and other artistic traditions. Locations that attract visitors range from the Neolithic site at Vinča to Roman and medieval ruins to architectural gems from periods of Ottoman and Austrian dominance. This Open World program will expose Serbian participants to the U.S. experience in leveraging cultural heritage, including a country's or region's historical sites and traditions, to attract more visitors of various ages (both domestic and international), promote an area's economic development, and provide an enriching and educational experience. As part of the program, participants should be exposed to U.S. experience and best practices in the areas of cultural resource management. Participants in this project will see how the combined efforts of individuals and organizations to promote their historical sites and local culture helps promote community cohesion and civic engagement, in addition to helping the local economy grow.

Judicial Rule of Law – Judicial Efficiency in Criminal Proceedings (June 11)

Inefficiency and case backlogs plague Serbia’s judiciary. In the criminal context, efficient case and trial management practices are needed to deliver justice fairly and speedily to accused persons, as well as to ensure that crime victims and society see justice carried out in a reasonable period. The inability of a judicial system to deliver justice efficiently, consistently, and evenhandedly is an obstacle to improving the rule of law and tackling crime. Judicial inefficiency can also undermine the public’s trust and confidence in democratic and judicial institutions. This Open World program is designed to improve case and trial management skills of criminal court trial judges and will expose them to best practices in high-volume American courts.

U.S. Education in the 21st Century: Trying to Create Engaged Learners, Problem-Solvers, Innovators, and Good Citizens (October 7th)

Serbians are generally well-educated with excellent language and virtual skills. In recent years, however, Prime Minister Ana Brnabić herself noted that something is lacking. She noted that one of the strengths of the U.S. system is the way that Americans teach kids how to solve problems and to be innovative. As a result, the Prime Minister has turned to the U.S. for guidance in transferring these skills. In addition, in Serbian schools there is a lack of tolerance towards “the other,” limited social cohesion, and low levels of civic engagement. Improved civic education and the promotion of learning would help make progress in this area and spur youth leadership to have greater involvement in their communities and in solving societal problems. This Open World program aims at sharing best practices in the field of K-12 education with the aim of strengthening civics education in Serbia and promoting critical thinking, problem solving, and innovation among Serbian students. The program should also expose Serbian participants to American approaches to other topics such as the inclusion of children with disabilities; use of technology inside and outside the classroom; and, constructive extracurricular activities.

Members of Parliament (December 7th):

Following the spring 2020 legislative elections, there will likely be a number of new faces in the Serbian Parliament. This program would provide an opportunity for new parliamentarians to travel to the United States to learn about the workings of national and state-level governance and keys to successful cooperation across party lines. The program gives parliamentarians the valuable lessons about a range of topics involved in responsible, accountable governance, especially those who have limited policymaking experience. As Serbia continues to develop its democratic institutions, exposure to functional and representatives governance in the United States is a valuable tool to help Serbia’s future leaders understand the value of compromise and cooperation and develop as effective legislators.

Tajikistan

Governmental Management in the U.S. (January 22nd)

Tajikistan’s mid-level Ministry of Foreign Affairs officials often end up serving as future government officials with other ministries. This program is intended to illustrate to MFA government officials how the U.S. system of decentralized government enhances the

democratic process and gives voice to members of society at all political levels. The program should include meetings, site visits, and activities that demonstrate the distribution of political power, the independent role of and interaction among the three branches of government at the federal, state, and local level. Also the delegates will be introduced to the various methods of electing and appointing government officials. The program should highlight distinct governmental structures and examine the role of public/private partnerships.

Women and Entrepreneurship (March 4th)

The untapped potential of women in Tajikistan is a lost opportunity for economic growth and development. This program is aimed at illustrating the impact of women-owned businesses in the U.S. economy and participants should explore the progress of women in participating more fully in the global economy. Participants should visit private companies, business incubators, financial institutions, schools, and mentorship institutions. They will discuss the social, economic, and political factors that influence and encourage women as entrepreneurs and owners or managers of small, medium, and large-scale businesses. Organizations such as the National Association of Women Business Owners could provide valuable information on creating supporting associations back home in Tajikistan.

Sports for at Risk Youth (May 27th)

The Government of Tajikistan realizes the importance of athletics and sports for its youth and has established a Committee on Youth Affairs and Sports to manage facilities for sport and exercise. The purpose of this program is for the delegates to learn how to use sports to encourage young people to focus on improving their lives and communities, and especially how to use sporting activities to inspire young people to stay away from gangs, extremism, drugs and crime.

Education in the United States (September 23rd)

This program for university educators, faculty and administrators of colleges and universities, and ministry of education officials. The program will examine the U.S. system of university education, its structure, and administration and support services. Participants will explore the systemic and local administration, curriculum development, and overall management of university education in the United States.

Parliamentary Staffers (December 9th)

Please see page 40 for a general description regarding Open World parliamentary programs

Turkmenistan

Vocational education and Job Readiness Program (February 12th)

This program will introduce education administrators to existing partnerships between nonprofit organizations, local school districts, colleges and universities, and the public sector to provide job skills and career counseling to students in high school, college and

technical school students, and recent graduates. The program will also highlight initiatives tailored to individuals with disabilities, women, or Native American communities and tribal areas. Vocational training is a stated priority area of the President of Turkmenistan.

Sustainable Tourism in Rural Environments May 27th)

This program will explore both the commercial and environmental impact of developing tourism in rural areas. The delegation should see how local tourism bureaus, state and federal government entities, and private businesses work together to fund infrastructure, make sites accessible to visitors with special needs, and put in place measures to protect local natural resources. Some of this program's participants will likely come from Ambassador's Fund for Cultural Preservation-supported historic sites in remote areas of Turkmenistan and with extremely limited tourism infrastructure. In the United States, they should compare notes with their peers and with tourist agencies and other professionals that serve the tourist industry.

Ukraine

Local Legislators - Health Care Reform – two delegations (January 22nd)

As part of the Open World program's efforts to ensure programming for legislatures and legislators/staff, programming will take place early in 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, budgeting, 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 that are playing a key role in the implementation of the recent sweeping health care reforms.

Legislators/Legislative Issues – Budgeting/Finance – two delegations (January 22nd)

As part of the Open World program's efforts to ensure programming for legislatures and legislators/staff, programming will take place early in 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, budgeting, 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 that are looking at the budgeting process and how government funds are spent and accounted for.

Urban Development/City Planning (February 26th)

Under the "Drive Ukraine 2030" strategy, it is envisioned that a budget of \$60 billion – half of the country's annual gross domestic product – is to be invested in range of national

projects in the next decade. Much of this funding is for core infrastructure like railroads, roads and ports, but cities and amalgamated communities (small communities that have united to increase revenue and lower costs) are also finding budgets for development and lack sorely in their planning capacity. Through this program, a delegation of city planners and development professionals will participate in the Open World program to meet with U.S. city planners and those working to develop urban centers to compare best practices and most effective/efficient ways to improve the life of constituents/residents.

Emergency Management/Response (February 26th)

The Ministry of Emergency Situations in Ukraine is the main authority for civil protection in Ukraine, and it is responsible for rescue activities, firefighting, industrial security and other important tasks. With the casualties and emergencies connected with the aggression in Crimea and the Eastern regions of Donetsk and Luhansk, the responsibility of the Ministry and other related bodies (including private organizations and NGOs) has expanded greatly. This program is aimed at having first responders and other emergency management personnel connect with their American counterparts to discuss how best to achieve their missions and to take advantage of any new technologies or systems that can be identified through meetings between colleagues.

Corporate Social Responsibility/Community Development – two delegations (February 26th)

The most significant external barriers in the course of implementation of Corporate Social Responsibility (CSR) programs/activities in Ukraine are the volatile political situation in the country, an inadequate legal framework to encourage such activity, and tax pressure. Internal barriers hampering implementation of CSR programs/activities include: lack of financial resources, lack of personal experience, untested mechanism of social responsibility implementation, inability to control use of allocated funds, and lack of time. Through these Open World programs, delegations will look at the impact of effective CSR efforts in the United States and work closely with CSR leaders in various companies and at the community level to learn best practices from another. The program will also include ways in which the government/tax code can promote CSR in the development of communities.

Members of Parliament (March 26th)

Please see page 40 for a general description regarding Open World parliamentary programs

Women in Agriculture (April 1st)

Women not only account for more than half of the rural population in Ukraine, but also contribute significantly to many dimensions of family farm businesses. Focusing on women, the backbone of rural agricultural communities, means making sure they are heard, recognized as economic resources, and invested in as valuable partners. Open World programming for Women in Agriculture will provide leading Ukrainian woman agricultural leaders with opportunities to discuss optimum policies (political) and methods for increasing yields and maximizing the impact of government support and policies, with a

focus on improving the lives of the woman who make up this critically important sector of the Ukrainian economy.

Amalgamated Territorial Communities (ATC) – Economic Development/Public-Private Partnerships – two delegations (April 1st)

In recent years, the government of Ukraine has made extensive efforts to decentralize the responsibilities of governance. This has led to the formation of Amalgamated (or United) Territorial Communities, wherein several communities join together to maximize the use of resources and to have greater control of local tax revenue and budgets. Recent policies have promoted the development of ATCs as “new growth points” that make Ukraine’s regions important to the economic development of the nation as a whole. The government of Ukraine has committed to financially support the ATCs and has developed a long list of infrastructure projects to implement. An Open World program will benefit the participants by providing insights to the development of public private partnerships aimed at sustainable development and increased investment. The delegations will also explore strategies for attracting investment and in the best use of public resources.

Amalgamated Territorial Communities (ATC) – U.S. Partners – two delegations (April 1st)

These programs are similar to the ATC Economic Development projects, but the focus will be on identifying delegations that are currently working with U.S. partners to maximize these existing relationships. The Open World program will work closely with Peace Corps Volunteers and development program implementers like the USAID’s Decentralization Offering Better Results and Efficiency (DOBRE) project to identify ongoing program activity so that these programs can complement these activities. For this program, we are seeking programs that are involved in this activity or that can propose how they can effectively complement this activity and further the decentralization efforts of Ukraine.

Amalgamated Territorial Communities (ATC) – Agriculture (April 1st)

This program is similar to the ATC Economic Development projects, but the focus will be on programming in the agricultural sector due to the key role that agriculture plays throughout Ukraine’s rural communities and cities. This programming will focus on the role of agriculture in economic development policy and in the attraction of investment funds.

Integration of Internally Displaced Persons (IDPs) – two delegations (May 6th)

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 1.8 million with a significant number of these IDPs being Crimean Tatars). There is currently a great need for relocation strategies, sustenance efforts, psychological support and better integration into the communities they now live in. The host for this programming will demonstrate to the government and civic leaders in these delegations 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.

Serving Victims of War/PTSD – two delegations (May 6th)

More than five years into a totally unforeseen conflict, medical practitioners, psychologists, and social workers are fighting their own battles on two fronts: working to prepare for the long-term psychological effect on this generation with regard to post-traumatic stress disorder (PTSD), and struggling to get these professions recognized as important. The problems of PTSD are not confined to individual soldiers' lives. They create a complex psychosocial phenomenon that affects the soldier, the soldier's immediate family, and the community at large. PTSD can result in difficulties with reintegration, securing and keeping jobs, maintaining a normal family life, and taking care of one's health. The problem of psychological rehabilitation for Ukraine's soldiers cannot be put on the back burner. In September 2014, with advice from volunteer groups, the government created its own psychological service and a state agency for veteran affairs and for volunteers from the battles in Crimea and the East of Ukraine. These agencies are working to devise a unified government policy on the subject. Nevertheless, the majority of psychological support provided for soldiers and veterans continues to be shouldered by volunteer psychologists; and Ukraine's ability to serve its demobilized soldiers is hampered by an economic crisis and a shortage of funds. Open World programming is aimed at filling a critical knowledge and practice gap in Ukraine among medical practitioners, social workers (many of whom are volunteers), NGO leaders and activists as they best seek to serve those that have served their country and are now suffering.

Serving Victims of War/War Injuries, Treatment and Rehabilitation (May 6th)

There are currently more than 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 created the Ministry of Veterans Affairs in late 2018, and initial efforts are being made to create Veterans Hubs, but it will take a long time to consolidate support efforts. In addition, there are many volunteer initiatives and non-government organizations that help injured veterans re-integrate into society and that provide them with physical and psychological help. The participants in this program will benefit greatly from observing and learning about the efforts of the U.S. Department of Veterans Affairs and the Veterans Health Administration to better serve American veterans, as well as the work of various citizen initiatives to provide support to injured veterans.

Women Veterans Issues (May 6th)

For much of the war, which began in spring 2014, official government forces did not permit women to fight on the front lines; the 17,000 women who served in the military were allowed to work in only supporting roles, such as medics, engineers and administrators. The hundreds of women who were desperate to fight instead joined nationalist paramilitary groups, which did offer women combat roles. The integration of the militias into the army in July 2015 meant that female fighters suddenly found themselves in an official army that did not permit them to fight. To get around this restriction, many registered on paper as paramedics or support personnel to avoid being sent home. However, they still fought as

they had before. In 2017, a new law was adopted that allowed women to enroll in the army as soldiers and fight at the frontline. The women veterans of battle and the role women have played in support of combat has created a new class of veteran, with different needs, although combat related. These delegations will observe how female veterans are treated through the U.S. Veterans Administration and other formal and informal societal support networks for woman veterans from health (disabilities, addictions and PTSD) to other livelihood matters (jobs, safe housing, healthy food).

Combatting Disinformation – three Delegations (June 3rd)

The trivialization of media content is a direct negation of the concept of an “informed citizen,” and it has become a global trend. The impact of disinformation/false information has been significant in Ukraine during this time of hostilities and Ukraine has been a primary target of an aggressive Russian propaganda operation. This program will cover trends and technologies to discern and respond to deceptive, biased or false news and to combat disinformation. Ukrainian editors and journalists will be able to learn about efforts in the United States to educate the public on the issue, to encourage professional and responsible journalism, and to counter misinformation – including state-sponsored disinformation and propaganda. The program will highlight the serious threat that mis- and disinformation poses to democracies, programs that promote media literacy, the importance of fact checking and myth busting, as well as the response from government, nonprofits, and traditional and social media.

Media Literacy (June 3rd)

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 all over the world, which is dealing with new phenomena like “fake news,” “troll factories,” and other aspects of the “weaponization” of information. Access to public information is also a key tool in gathering facts and reporting fairly. Through this Open World program, participants will visit media outlets (including the United States Agency for Global Media and 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.

Local Legislators – Anti-Corruption – two delegations (June 3rd)

As part of the Open World program’s efforts to ensure programming for legislatures and legislators/staff, this program will emphasize the role of legislatures/legislators in promoting transparency and fighting corruption. This program is aimed at strengthening anti-corruption efforts in Ukraine by looking at specific ways that country and its legislative bodies can detect and reduce fraud, waste, and abuse. The Open World program will help expose legislators and legislative staff to laws, techniques, and models to detect corruption.

Community Center for Seniors and Families (July 8th)

According to the Ministry of Social Policy, there are 286 residential institutions in Ukraine, of which only about ninety of them are designed for the elderly, which is slowly increasing to about 25% of the population. These are geriatric boarding houses, care facilities for elderly people and persons with disabilities, as well as residential facilities for war and labor veterans, which have become a new home for almost 13,000 elderly people. Almost all elderly people who have moved into nursing homes do not have close relatives or do not receive proper help from them. The only way out for such people is living in a geriatric boarding house or a residential care facility; however, it does not always provide comfortable living conditions. This situation is reflective of the lack of a social safety infrastructure that provides the elderly and families places to turn to when in need or to simply spend quality time together. This Open World program will highlight the role of community centers and other gathering places that are available to the elderly and families in an American community and it will explore the range of services available, as well as best practices in serving this key element of society.

Health Care Management/Hospital Administration – two delegations (July 8th)

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. The current reforms envision a healthcare system that reforms primary, emergency, and palliative care simultaneously. The new National Health Service is an independent body in the executive branch under the Cabinet of Ministers. The 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. In addition, 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 (administrators, managers, practitioners, and government officials) to familiarize themselves with the experiences of their American counterparts.

Combatting Infectious Diseases/Outbreak Response (July 8th)

In today's globally connected world, disease threats can spread faster and more unpredictably than ever before. Ukraine has one of the lowest immunization coverage rates in the world. With vaccination rates at 19% for diphtheria, tetanus and pertussis, and 42% for measles, mumps and rubella, Ukraine remains vulnerable to new outbreaks of vaccine-preventable diseases. This Open World program will provide Ministry of Health and other Ukrainian health care professions with examples of outbreak response leadership, management, capacity building techniques, successful collaborative efforts with partners, and best practices in coordination with other key stakeholders.

National Park Management and Mapping (September 16th)

This project will explore the efforts of park management, planning, and administrative staff in using geographic information systems and other spatial technologies to address recent environmental challenges and preserve the ecological and historical integrity of these parks.

An essential component of this project will be the inclusion of environmental groups, university representatives, and other stakeholders (e.g. Volunteers-In-Parks and non-profit organizations) to discuss how collaboration can assist in decision-making and build support for park programs. Participants will observe how actors at the local, state, and federal levels engage in strategic planning, find innovative solutions for natural resource management, use geographic information systems and technologies wisely, and implement resource stewardship efforts. Other topics that to explore include park protection, conservation, restoration, recreation, and volunteerism.

Cybersecurity (September 16th)

There may be no better place to witness cyber conflict in action than Ukraine today. Conflict with Russia, a highly skilled, computer-literate pool of talent and a uniquely vulnerable political, economic and IT environment have made the country the perfect petri dish for those looking to test new cyber weapons, tactics and tools such as the “NotPetya” attack that brought a significant amount of business to a grinding halt. The war in eastern Ukraine has given Russian-affiliated hackers the opportunity to perfect their ability to launch cyberattacks with a series of major intrusions in Ukraine over the past few years. This Open World program will focus on an exchange of information such as that is being done through the U.S.-Ukraine Cybersecurity Dialogue. The program will help in the creation of a framework for responsible state behavior in cyberspace, based on international law, adherence to non-binding norms, and the implementation of practical cyber confidence building measures.

Energy Security (September 16th)

The energy sector is key to the success of Ukraine’s economic reform, battle with corruption, and independence from Russia. Energy represents one of Ukraine’s greatest vulnerabilities, as well as a source of potential strength; it must be central to a broader, more comprehensive economic reform plan. Energy is the linchpin of Ukraine’s dependence on Russia. The Kremlin has used energy (including pipelines) as a weapon to exert leverage over Ukraine. As such, the energy sector is a critical pillar in building an effective, stable national security and economic strategy for Ukraine. This strategy must be long-term, and yet have an immediate positive impact. Getting the energy sector right—eliminating subsidies, ensuring that public revenues are not diverted to private pockets, enhancing energy efficiency, and reinforcing Ukraine’s national security—is essential to transforming the Ukrainian economy. Ukraine possesses large energy resources, but this sector has been poorly managed and has been permeated with high-level corruption. This program will focus on implementing and improved, transparent, and more efficient energy policy, including strategies to combat corruption in the sector and the use of energy efficiency initiatives.

Energy Diversification/Renewable Energy- two delegations (September 16th)

Ukraine’s law *On Electricity Market* improved the outlook for the country’s renewable energy industry and stabilized the legal framework, having enshrined all key components of the support mechanism introduced for power production from renewable energy sources (RES). This support mechanism, and the guaranteed channels for the sale of electricity, provide additional security and protection against the market challenges relating to the

search for buyers and sale markets, as well as against currency and/or price fluctuations. With the introduction of market-based incentives for renewable energy production, more complex, Ukraine renewable energy producers to take advantage of these opportunities are exploring diversified and flexible approaches. In Ukraine, there are already proposals to consider new approaches to selling electricity produced from RES, such as power sale auctions, which are increasingly coming into focus, or feed-in premiums. It can be foreseen that incentives for power production from RES will become more diversified in Ukraine in the years to come, and will not be solely limited to a feed-in tariff (FIT). In light of these developments, Ukraine renewable energy experts participating in the Open World program will learn of energy market opportunities and development to further the profitability and use of renewable fuels in Ukraine, further moving towards complete energy independence

Fighting Corruption in Education – Plagiarism/Academic Integrity (October 7th)

Ukraine's education system is among the sectors most affected by corruption. Its manifestations range from bribery in admissions to examinations fraud, the misallocation of funds, extortion, ghost teachers, and dissertation plagiarism. While corruption is believed to be most rampant and quickly spreading in tertiary education, particularly in the competitive medical universities, the Organization for Economic Cooperation and Development recently detailed similarly endemic problems in the Ukrainian school system from preschool to upper-secondary levels. The effects are a loss of educational quality, the "leakage" of critical resources, and low public trust in the system. Externally, corruption and quality problems affect the international reputation of Ukrainian education. The recently formed National Agency for Quality Assurance in Higher Education (the Agency) is now the body responsible for accreditation of universities, educational programs, and related issues as an effort to reform the corruption in education that has plagued Ukraine for years, when degrees and diplomas were being sold at many institutions of higher learning. The responsibilities of the newly formed agency include requirements for quality and transparency for institutions, programs, and achievement standards, but also requirements and guidelines for doctoral degrees and accreditation of doctoral and dissertation committees. The Agency will present criteria for evaluations and a transparent system for university ratings. No less important will be the Agency's emphasis on academic honesty, including the issue of plagiarism and respect for the principle of intellectual property. Universities, their faculty and students, and their reputation and ranking will depend on upholding rigorous standards of academic conduct. Through this program, an Open World program delegation will work closely with Education leaders to discuss how the issues of plagiarism are investigated and handled in the United States and will discuss best practices in assuring academic integrity.

Fighting Corruption in Education – Institutional and Program Accreditation (October 7th)

As described above, Ukraine is now set on a path to make significant progress in the battle against corruption in its education system. This program will focus on accreditation standards, and the delegation will meet with U. S. education experts, institutional leaders, government policymakers and other education professionals to assist in the creation of institutional and program accreditation that is best for Ukrainian schools and universities.

Inclusive Education (October 7th)

Inclusive education is a component of the humanitarian policy of every modern state. With the recent passage of Ukraine’s “Law on Education”, which calls for innovative reforms and for the implementation of an inclusive approach in the education system. In Ukraine, there have been several initiatives to support the development and implementation of inclusive education in Ukraine and significant state funding was allocated to create a level playing field for children with special educational needs. In addition, the Ministry of Education and its partners have created inclusive resource centers to serve non-traditional students, and other efforts are being made to determine the special educational needs of children not based on the international classification of diseases, as before, but based on the international classification of functions of children with special needs. This is a much more modern and less discriminatory approach. In addition to it, these centers will be territorially more accessible, as they are created based on population. Last year, the Ministry of Education developed and approved the concept of the “New Ukrainian School,” a strategy for reforming secondary education by 2029. In the new Ukrainian school, every teacher will be able to work with children with special educational needs. This Open World program will focus on providing the educational experts that participate with the tools to meet the challenge of making Ukrainian schools more inclusive and better prepare them for the ambitious work ahead.

Bilingual and Minority Language Education (October 7th)

In recent years, Ukraine has witnessed much controversy and debate about bilingual education. At times, the Constitution and laws/policies with regard to the official state language (Ukrainian) and the language requirements in schools in areas of significant national minorities or private schools (such as those with Hungarian or Polish as a first language) seem to be in conflict. The new government has promised to be more inclusive with national minorities going into the future. This Open World program will look at bilingual education issues in the United States and will explore best practices in inclusive education. Discussions regarding the legal issues around official language(s) and the accommodation/desire for multi-lingualism will also be part of this program.

Education/STEM (October 7th)

In June 2019, the Ministry of Education and Science of Ukraine held an all-Ukrainian round table looking at STEM-education in Ukraine, from preschool through college. The participants planned to provide proposals to the Institute of Modernization of Educational Content for STEM-education, in particular, to review the content of curricula, textbooks, methods and techniques of teaching in the system of pre-school, and school education for their compliance with current requirements and synchronization of thematic areas of the principles of science and technology. In response to Ukraine’s emphasis on improving and expanding STEM education, this Open World program will emphasize effective STEM programs in the United States and will provide opportunities for the delegation to see all aspects of how STEM education is managed in the United States with special attention to be paid to successful innovative programs.

Secondary School Innovation (October 7th)

In 2017, Ukraine’s Ministry of Education and Science released a concept paper called “The New Ukrainian School” (<https://mon.gov.ua/storage/app/media/zagalna%20serednya/Book->

ENG.pdf) which provides a roadmap for secondary school reform in Ukraine focusing on innovation, improved standards, partnership between administrators, educators and parents, autonomy for teachers, and clarity regarding funding sources and who pays for what. The Open World program for this theme will provide Ukrainian educational experts and reformers with access to innovative secondary education reform initiatives in the United States and will include a comprehensive dialogue as to how reform might proceed and what should be priorities during such reform. This program will provide educational professionals from Ukraine and the United States to discuss best educational practices and how to introduce change and innovation into the classroom as we work to produce a better educated and more informed citizenry.

Public Service (October 7th)

There is great demand in Ukraine for civil servants to have an understanding of public policy and an appreciation of the impact that policy has on the people that they serve. New institutions and curricula focusing on training public servants are being created during this period of extensive reform and it is important that those working on such reform understand the role of a public servant. This program will focus on the role of the public servant and how a public servant is responsible for the policies and programs he/she implement and not just a face behind a window.

Members of Parliament (October 26th)

Please see page 40 for a general description regarding Open World parliamentary programs

Women Entrepreneurship (November 4th)

Women in Ukraine account for 54% of the population and 47% of the labor force. Additionally, over 60% of Ukrainian women have higher education, yet the unemployment rate of women is very high compared to men with the same educational background. Ukrainian women also on average earn 30% less than men occupying similar positions. Promoting gender equality and encouraging women to start businesses is key to the economic development of Ukraine. Women's involvement in business is especially important because entrepreneurs and small businesses are the foundation of the middle class, which is the social basis of civil society. This program will focus on women business leaders in the U.S. and illustrate the impact of women owned businesses on the U.S. economy. Organizations such as the National Association of Women Business Owners could provide valuable information on creating supporting associations back home in Ukraine.

Business Infrastructure/Investment Promotion (November 4th)

The Ukraine Investment Promotion Office (UkraineInvest) was established on October 19, 2016 by a resolution of the Cabinet of Ministers of Ukraine as an independent advisory body with a mandate to attract and support foreign direct investment and to help improve Ukraine's image as a secure investment destination. Open World's programming will look at the macro issues of investing in Ukraine, but will also focus of the development of solid business infrastructures and investment promotion for all levels of investment. Special attention for this program will be paid to identifying best strategies to promote investment.

Organizational Infrastructure/Creation of Boards/Financial Transparency (November 4th)

Proper corporate governance in Ukrainian companies can contribute to economic growth of individual companies and the economy in general by attracting domestic and foreign investors and raising investments. While Ukrainian companies have greatly improved in the way that they are organized, overseen, and handle their financial records, there is much room for improvement if Ukraine is going to be more successful in increasing direct foreign investment. This program will look at best corporate practices and corporate transparency and provide tools and information as to how these practices are conducted in the United States for all sizes of enterprise, including multi-nationals.

Advocacy for People with Special Needs (December 2nd)

In Ukraine, many people, particularly children, with disabilities are abandoned by their families to institutions. In the absence of any community-based support, therapy services or educational opportunities, families see the future of a child with a disability as bleak and hopeless. Doctors often advise parents to give their child up to the state and try to have another one. Despite the difficulties, there are signs that Ukraine is starting to dismantle this system and move towards a brighter future. There are great non-governmental organizations that provide important community based early intervention services, and also create support networks among families to break down the feelings of isolation and stigma. An Open World program focusing on advocacy for people with special needs will demonstrate how a full and vital life can and should be lived by those with special needs. The program will highlight innovative methods and practices, and will include a dialogue on what role government, both on the national and local level, can play to support those with special needs. Another focus of the program will be on the role of NGOs and private sector representatives in working to improve the lives of those with special needs in response to those advocating for such rights.

NGO Development – Fundraising, Volunteerism and Oversight (December 2nd)

Ukraine's thriving civil society sector played a major role in the Euromaidan Revolution (the Maidan) and has since mobilized to support efforts to resist Russia's hybrid war in Crimea and eastern Ukraine and help facilitate the reform process initiated on the Maidan. The country's NGO environment is widely acknowledged as being far more dynamic and buoyant than its counterparts elsewhere in the former Soviet Union, yet it continues to suffer from limited resources, management issues, and restricted access to state structures and private sector financing. The Open World delegation under this theme will look at best practices in the NGO sector in the United States and will work with their colleagues to explore all aspects of fundraising, volunteerism and transparency/oversight.

NGO Development – Scouting (December 2nd)

Since gaining independence in 1991, Ukraine has seen a strong revival of the scouting movement. Leading organizations include the Plast National Scout Organization of Ukraine – founded in 1911 and re-established in the years prior to Independence in 1991 – and numbering in the tens of thousands of members. Other local groups springing up throughout the country include the National Organization of the Scouts of Ukraine, which became a formal member of the World Organization of the Scout Movement in July 2008. It serves as a vital and strong institution in Ukraine promoting healthy lifestyles, volunteer service and

discipline. Ukraine has a robust history with camping organizations. Open World programming focused on the sharing of best practices for Scouts and for the development of future joint projects and activity and, hopefully, the creation of long-term sustainable partnering based on scouting values builds on the country's great capacity.

Uzbekistan

E-Governance and Governmental Accountability in the Digital Age (April 22nd)

This program will focus on how the United States has incorporated a variety of technologies and policies to increase government-citizen accountability and transparency. Delegates will focus on the systems and programs that the United States uses to automate and digitalize its bureaucracy, so that they can improve upon their own e-governance systems in Uzbekistan to support the government's array of ambitious reform programs.

Members of Parliament (May 4th)

Please see page 40 for a general description regarding Open World parliamentary programs

Judicial Rule of Law (June 11th)

Strengthening the rule of law and the judicial system in Uzbekistan is a key component of President Mirziyoyev's "Five Point Development Strategy Plan." Also, the United States and Uzbekistan are working together to develop new laws and regulations, advance the legal profession, and expand the legal enabling environment for civil society and non-governmental actors in Uzbekistan with the goal of improving Uzbekistan's citizens' access to justice and to make the court system more transparent and effective. This program will provide a delegation of judges from Uzbekistan with direct access to key players in the U.S. judicial system to discuss first-hand issues like judicial independence and judicial governance and processes.

Agriculture in the Modern Market (October 21st)

This program will introduce lead farmers and other actors in the Uzbek agricultural market to American methods of marketing their products. Delegates will meet with their American counterparts to see how they are able to succeed in the local, regional, and international agricultural market.

Multi Country Theme

Parliamentary and Parliamentary Staff Programs (Multiple Travel Dates)

In addition to the above thematic programs and when not described specifically under a country's theme descriptions, the Center is also soliciting expressions of interest/capability statements for delegations of parliamentarians (possibly parliamentarians and staffers in one delegation) and parliamentary staff from participating countries. Through these programs, the Center is seeking to match delegations from these countries with key counterparts in the Congress, and in state governments. These delegations may be defined by the committees

the members serve on or by subject area, or might be a general group looking at the legislative process in a macro sense. 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.

2020 Open World Program – Proposed Travel Dates

| U.S. Arrival Date | Theme | Country | Number of Delegations | Number of Delegates |
|--------------------------|---|-----------------|------------------------------|----------------------------|
| 13-Jan | Members of Parliament | Georgia | 1 | 6 |
| 22-Jan | Local Legislators | Kazakhstan | 1 | 6 |
| | Parliamentary Staffers | Moldova | 1 | 6 |
| | Governmental Management in the U.S. | Tajikistan | 1 | 6 |
| | Local Legislators- Health Care Reform | Ukraine | 2 | 12 |
| | Local Legislators/Legislative Issues- Budgeting/Finance | Ukraine | 2 | 12 |
| 27-Jan | Members of Parliament - Expanding Women’s Economic Participation | Kosovo | 1 | 6 |
| 3-Feb | Parliamentary Staffers | Georgia | 1 | 6 |
| 12-Feb | Information Technology Education to Employment | Kyrgyzstan | 1 | 6 |
| | Business and Innovation | Russia | 2 | 12 |
| | Business and University Hubs/Incubators | Russia | 2 | 12 |
| | Small and Medium-Sized Enterprises | Russia | 2 | 12 |
| | Vocational Education and Job Readiness Program | Turkmenistan | 1 | 6 |
| 24-Feb | Members of Parliament | North Macedonia | 1 | 6 |
| 26-Feb | Emerging Leaders: Youth-led Social Change | Armenia | 1 | 6 |
| | Economic Development through Preservation and Presentation of Cultural Heritage | Serbia | 1 | 6 |
| | Urban Development/City Planning | Ukraine | 1 | 6 |
| | Emergency Management/Response | Ukraine | 1 | 6 |
| | Corporate Social Responsibility/Community Development | Ukraine | 2 | 12 |

| U.S. Arrival Date | Theme | Country | Number of Delegations | Number of Delegates |
|--------------------------|---|----------------|------------------------------|----------------------------|
| 4-Mar | Women in Religious Organizations | Azerbaijan | 1 | 6 |
| | Educational Change Management | Kazakhstan | 1 | 6 |
| | Women in STEM | Russia | 3 | 12 |
| | Domestic Violence | Russia | 1 | 6 |
| | Women Entrepreneurs | Russia | 2 | 12 |
| | Women Children’s Librarians | Russia | 1 | 6 |
| | Women in Aeronautics | Russia | 1 | 6 |
| | Women and Entrepreneurship | Tajikistan | 1 | 6 |
| 9-Mar | Members of Parliament | Ukraine | 1 | 6 |
| 26-Mar | Judicial Rule of Law | Kazakhstan | 1 | 6 |
| | Judicial Rule -Trafficking in Persons: Putting Laws Into Practice | Kyrgyzstan | 1 | 6 |
| | Judicial Rule of Law-Judicial Training | Russia | 2 | 12 |
| 30-Mar | Members of Parliament | Moldova | 1 | 6 |
| 1-Apr | Urban Planning and Cultural Preservation | Georgia | 1 | 6 |
| | Women in Agriculture | Ukraine | 1 | 6 |
| | Amalgamated Territorial Communities- Economic Development/Public-Private Partnerships | Ukraine | 2 | 12 |
| | Amalgamated Territorial Communities- U.S. Partners | Ukraine | 2 | 12 |
| | Amalgamated Territorial Communities- Agriculture | Ukraine | 1 | 6 |
| 16-Apr | Judicial Rule of Law-Judiciary Reform | Azerbaijan | 1 | 6 |
| | Judicial Rule of Law | Estonia | 1 | 4 |
| 22-Apr | Combatting False Information | Russia | 2 | 12 |
| | Regional/Investigative Journalism | Russia | 2 | 12 |
| | Media Literacy | Russia | 2 | 12 |
| | eGovernance and Governmental Accountability in the Digital Age | Uzbekistan | 1 | 6 |
| 27-Apr | Members of Parliament | Armenia | 1 | 6 |
| 4-May | Members of Parliament | Uzbekistan | 1 | 6 |
| 6-May | Combatting Domestic Violence and Sexual Assault | Armenia | 1 | 6 |
| | Integration of Internally Displaced Persons | Ukraine | 2 | 12 |
| | Serving Victims of War-PTSD | Ukraine | 2 | 12 |

| U.S. Arrival Date | Theme | Country | Number of Delegations | Number of Delegates |
|--------------------------|--|----------------|------------------------------|----------------------------|
| | Serving Victims of War- War Injuries, Treatment and Rehabilitation | Ukraine | 1 | 6 |
| | Women Veteran Issues | Ukraine | 1 | 6 |
| 11-May | Parliamentary Staffers | Georgia | 1 | 6 |
| 27-May | Social Entrepreneurship: A U.S. Model | Belarus | 1 | 6 |
| | Sister Cities | Russia | 4 | 24 |
| | Public Defenders | Russia | 1 | 6 |
| | Sports for at Risk Youth | Tajikistan | 1 | 6 |
| | Sustainable Tourism in Rural Environments | Turkmenistan | 1 | 6 |
| 3-Jun | Parliamentary Staffers | Kazakhstan | 1 | 6 |
| | Combatting Disinformation | Ukraine | 3 | 18 |
| | Media Literacy | Ukraine | 1 | 6 |
| | Local Legislators- Anti-Corruption | Ukraine | 2 | 12 |
| 11-Jun | Judicial Rule of Law – Impact of Precedent on the U.S. Judicial System | Armenia | 1 | 6 |
| | Judicial Rule of Law- Judicial Efficiency in Criminal Proceedings | Serbia | 1 | 6 |
| | Judicial Rule of Law | Uzbekistan | 1 | 6 |
| 15-Jun | Members of Parliament | Kosovo | 1 | 6 |
| 22-Jun | Members of Parliament | Mongolia | 1 | 6 |
| 8-Jul | Parliamentary Staffers- Introduction to Legislative Research | Kyrgyzstan | 1 | 6 |
| | Community Centers for Seniors and Families | Ukraine | 1 | 6 |
| | Health Care Management/Hospital Administration | Ukraine | 2 | 12 |
| | Combatting Infectious Diseases/Outbreak Response | Ukraine | 1 | 6 |
| 16-Jul | Judicial Rule of Law | Mongolia | 2 | 12 |
| | Prosecutor | Mongolia | 1 | 6 |
| 27-Jul | Parliamentary Staffers | Georgia | 1 | 6 |
| 8-Sep | Members of Parliament | Moldova | 1 | 6 |
| 16-Sep | National Park Management and Mapping | Ukraine | 1 | 6 |
| | Cybersecurity | Ukraine | 1 | 6 |

| U.S. Arrival Date | Theme | Country | Number of Delegations | Number of Delegates |
|--------------------------|---|-----------------|------------------------------|----------------------------|
| | Energy Security | Ukraine | 1 | 6 |
| | Energy Diversification/Renewable Energy | Ukraine | 2 | 12 |
| 21-Sep | Parliamentary Staffers | Ukraine | 1 | 6 |
| 23-Sep | NGO Management and Civil Society | Kazakhstan | 1 | 6 |
| | Education in the United States | Tajikistan | 1 | 6 |
| | The Senator Ben Nelson Fellows- TB and HIV | Russia | 1 | 6 |
| | Sister City | Russia | 5 | 30 |
| 1-Oct | Judicial Rule of Law- Corruption: Economic Related Crimes | Kosovo | 1 | 6 |
| | Judicial Rule of Law | Moldova | 1 | 6 |
| | Judicial Rule of Law | North Macedonia | 1 | 6 |
| 7-Oct | American Corners Community Engagement | Azerbaijan | 1 | 6 |
| | Inclusion, Diversity, and Equality | Georgia | 1 | 6 |
| | Education in the 21 st Century | Serbia | 1 | 6 |
| | Fighting Corruption in Education- Plagiarism/Academic Integrity | Ukraine | 1 | 6 |
| | Fighting Corruption in Education- Institutional and Program Accreditation | Ukraine | 1 | 6 |
| | Inclusive Education | Ukraine | 1 | 6 |
| | Bilingual and Minority Language Education | Ukraine | 1 | 6 |
| | Education/STEM | Ukraine | 1 | 6 |
| | Secondary School Innovation | Ukraine | 1 | 6 |
| | Public Diplomacy | Ukraine | 1 | 6 |
| 21-Oct | Think Tank Specialists | Armenia | 1 | 6 |
| | Smart Cities/Environmentalism | Belarus | 1 | 6 |
| | Think Tanks/Innovation | Russia | 2 | 12 |
| | National Parks/Conservation | Russia | 1 | 6 |
| | Waste Management | Russia | 1 | 6 |
| | Agriculture in the Modern Market | Uzbekistan | 1 | 6 |
| 26-Oct | Members of Parliament | Ukraine | 1 | 6 |

| U.S. Arrival Date | Theme | Country | Number of Delegations | Number of Delegates |
|-------------------|---|------------|-----------------------|---------------------|
| 4-Nov | Designing a Successful Entrepreneurial and Innovation Zone/Incubator | Kosovo | 1 | 6 |
| | Regional Sustainable Economic Development | Moldova | 1 | 6 |
| | Women Entrepreneurship | Ukraine | 1 | 6 |
| | Business Infrastructure/Investment Promotion | Ukraine | 1 | 6 |
| | Organizational Infrastructure/Creation of Boards/Financial Transparency | Ukraine | 1 | 6 |
| 2- Dec | Youth Leadership and Community Involvement | Azerbaijan | 1 | 6 |
| | Engagement of Youth in Volunteerism and its Techniques | Kosovo | 1 | 6 |
| | Advocacy for Special Needs | Ukraine | 1 | 6 |
| | NGO Development-Fundraising, Volunteerism, and Oversight | Ukraine | 1 | 6 |
| | NGO Development - Scouting | Ukraine | 1 | 6 |
| 7-Dec | Members of Parliament | Serbia | 1 | 6 |
| 9-Dec | Social Inclusion | Belarus | 1 | 6 |
| | Parliamentary Staffers | Tajikistan | 1 | 6 |
| | Employment Opportunities for Persons Disabilities | Russia | 1 | 6 |
| | Public/Community Engagement for Organizations Serving the Disabled | Russia | 1 | 6 |
| | Access for Migrant Community to TB and HIV Prevention and Treatment | Russia | 1 | 6 |
| | Education and Social Adaptation of Children with Disabilities | Russia | 1 | 6 |

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 January 13, and December 9, 2020. Most delegations will land in the United States on a Wednesday or Thursday and arrive in their host communities on a Friday or Saturday.⁸ Grantee organizations will be expected to

⁸The Center will consider proposals that contain different provisions (for the length of stay, size of delegations, arrival day, etc.) than those outlined here, if needed to deliver quality programming.

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 program delegates after their U.S. visit through joint projects, ad hoc and/or formal organization-to-organization ties, and regular communications.
- Submit a Host Organization Profile Form for each local program to be hosted by a local host organization approved by the Center. The grantee organization must submit the form(s) to the Center within two weeks of being notified of a host organization's approval. The form (supplied by the Center) asks for the local host organization's theme/subtheme preferences and preferred hosting dates, a general description of the planned local program, and descriptions of three or four proposed professional activities. This information, which will be shared with the Center's logistical contractor (Currently, for Moldova, Russia and Ukraine), will improve the Center's ability to match delegates with local host organizations quickly and appropriately.
- If providing nominations: (1) ensure that nominating partners (both domestic and international) submit only names of qualified and high-quality candidates and the necessary background program and partnership/project information to the logistical contractor **by the designated deadlines**, and (2) be responsible for reviewing nominees' applications prior to their submission to the logistical contractor to ensure that nominees meet Open World program criteria and that the information in the applications is complete and accurate. Nominators identified by the grantee will work closely with Center staff to select appropriate applicants.
- Be responsible for effective implementation of each program developed by local host organizations.
- Participate, either in person or via telephone conference, in coordination meetings with representatives of the Center and/or representatives of its logistical contractor.
- Attend the 2020 Open World Leadership Center grantee orientation meeting, which is expected to be held in January 2020 in Washington, D.C. (The cost for one representative to attend the meeting is to be included in the proposed budget (budget for airfare and ground transportation only as hotel and meals will be covered) (see p. 56 for details.).

- Help make arrangements for Center staff to conduct site visits during local hosting programs, if requested.
- 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 Center staff 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 the Center’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 join Open World program country or travel date specific Facebook groups for Russia and Ukraine; and get up-to-the-minute information on the program by following <http://twitter.com/owprogram> and Instagram @OWprogram.
- Adhere to federal income tax regulations.

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

- Coordinate with the Center on congressional outreach in the local communities and Washington, D.C., 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 Center staff as soon as possible.
- Ensure that delegates have opportunities to share their professional expertise and their knowledge about their native country in meetings with their American counterparts and in public settings such as conferences, colloquia, classroom and civic-association presentations, town meetings, and media interviews.
- Provide local transportation during participants’ visits, beginning with pickup at the U.S. final destination airport and ending with delivery to the departure airport.
Participants may not take public transportation to a professional activity unless the grantee gets advance approval from the Center, and a local escort must accompany the participants in most cases (or for the first time public transportation is used).

- Provide a suitable homestay placement for each delegate, usually for eight days, including weekends. **Homestays are a centerpiece of the Open World experience and a major factor in grant application evaluations.**
- **Each participant and interpreter must be given his or her own private bedroom.** If this cannot be arranged, the grantee must get advance approval from the Center for delegates to share a bedroom. The facilitator and interpreter may not share a bedroom with a delegate under any circumstances.
- Ensure that breakfast, lunch, and dinner are provided daily to the delegates and facilitator(s) during their stay. Unlike similar U.S. government programs, **the Center does not provide per diem to its participants.**
- Note that interpretation services are no longer required in the grant submission; the Center uses the services of a contractor.
- Prepare an eight-day program for each participant group that reflects the selected hosting theme and includes other activities that meet program objectives. Approximately **32 hours** of programming should directly address the hosting theme. Time spent in professional sessions with federal, state, county, or local legislators and legislative staff counts toward this total. Cross-cultural activities should be scheduled for weekends and some evenings. A cross-cultural activity is an activity designed to promote exposure and interchange between the delegates and Americans in order to increase their understanding of each other's society, culture, and institutions. Cross-cultural activities include cultural, social, and sports activities.
- Provide an end-of-visit review session for the delegates, facilitator(s), and host coordinator to review program successes/weaknesses and to identify any new projects, or any joint projects, reciprocal visits, or other continued professional interactions between delegates and their new American contacts, that will likely result from the Open World program.
- Coordinate with the Center on press outreach, including sharing drafts of any press material developed for each delegation in advance, if requested, and review any relevant press material developed by the Center, if requested. The Center strongly encourages local host organizations to try to get press coverage of Open World program visits. **Local press releases on Open World program exchanges must credit the Open World Leadership Center and the U.S. Congress.**
- Track results efficiently and regularly report them. Definitions of results, and requirements and methods for reporting them, are given in the Document-Exchange

Deadlines table on the next page and in the Results section that immediately follows it.

Grantee Interaction with Center Contractors

The Center contracts with a logistical support organization for Moldova, 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 the Center’s own review of the agendas). Grantees and their local hosts will be required to work closely with this contractor through all steps of the planning process and meet the relevant deadlines in the following table. The Center will serve as the logistical contractor for the delegations from Armenia, Azerbaijan, Belarus, Estonia, Georgia, Kazakhstan, Kosovo, Kyrgyzstan, Mongolia, North Macedonia, Serbia, Tajikistan, Turkmenistan, and Uzbekistan, and possibly for a limited number of delegations from Moldova, Russia and Ukraine. The Center will inform its grantees of delegations from these three countries that it will be managing as logistical contractor and of any changes in the countries managed by an outside logistical contractor.

The Center contracts with an interpretation service provider that will recruit and contract with all interpreters needed for Open World programs. Grantees and their local hosts will be required to work closely with this contractor to ensure that interpreters are placed in appropriate lodging and receive all program documents and information prior to a 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 grantees/local host coordinators and the Center’s logistical contractor, measured backward from the delegation’s U.S. arrival date (two to three days before the host-community arrival date). For the few delegations for which the Center serves as the logistical contractor, the information and document exchange will take place between the local host coordinator (or grantee) and the Center.

| <i>Deadline</i> | <i>Host Coordinator provides:</i> | <i>Logistical contractor provides:</i> |
|---------------------------------|--|--|
| <i>8-6 weeks before arrival</i> | | <ul style="list-style-type: none"> Participant Names and Profiles |
| <i>4 weeks before arrival</i> | <ul style="list-style-type: none"> Draft Program Agenda | <ul style="list-style-type: none"> Flight Itineraries |

| | | |
|--------------------------------|---|--|
| <i>2 weeks before arrival</i> | <ul style="list-style-type: none"> • 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) | |
| <i>3 weeks after departure</i> | <ul style="list-style-type: none"> • Post-program Report (Host Narrative, Post-program Program Agenda, Final Host Family Forms, Media Coverage, Photos)* | <ul style="list-style-type: none"> • Delegation Feedback on Program to Grantee and Local Host Coordinator |

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

Results

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

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

| | | | |
|---------------------------------|--|---|--|
| | home, thereby “multiplying” the Open World experience. | knowledge gained during the visit. | delegates. The Final Program Report must report on any actual multipliers that the grantee learns about. |
| Reciprocal Visits | Americans involved in the exchange meet with alumni in-country or work in-country on an Open World–inspired project. | | <ul style="list-style-type: none"> • The Host Narrative is to report on any reciprocal visits that might result from the exchange. The Final Program Report must report on reciprocal visits by grantees or subgrantees. |
| Press | A delegation’s visit is covered by local media. | | <ul style="list-style-type: none"> • The Host is to send press on the visit to the Center and the logistical contractor. Grantees are encouraged to include later articles in the Final Program Report. |
| Contributions | In-kind (in hours or material goods) or cash donations. | <ul style="list-style-type: none"> • Volunteer hours to plan and conduct hosting. • Private donations to Open World events. | <ul style="list-style-type: none"> • Grantees must submit the Open World Cost-Share Report Form. The Host must report to the Grantee on contributions. |
| Professional Advancement | Alumni are promoted or experience other career enhancements after their Open World visit. | <ul style="list-style-type: none"> • An alumnus wins a grant to fund an NGO project. • An alumna is elected to office. | <ul style="list-style-type: none"> • The Final Program Report must report any professional advancement that the grantee learns about. (A Host learning of post-visit advancement is encouraged to report it to Open World.) |

Key Dates and Deadlines⁹

For all countries covered by this solicitation, grant applications are due on Thursday, September 19, 2019.

A final program report on the overall administration of the Center 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 2019 grants will end on **March 31, 2020**, when final financial reports are due to the Center, unless a later date is agreed to in writing by the Center. Please note again that grantees are encouraged to submit all final financial documentation by ninety (90) days after the completion of programming activities.

Criteria for Evaluating Grant Applications

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

1. Degree to which proposed program plans address the Center'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

⁹ See table on p. 40 for deadlines for document delivery to the logistical contractor.

- professional and public audiences and to have open dialogue with their hosts and professional counterparts).
6. Ability to home host.
 7. Per person costs. (Please note that the “per person cost” does not stand alone as a criterion. The Center also looks at the ratio of administrative costs to program costs, as well as the cost share amount the organization is proposing.)
 8. Ability to host on theme dates.
 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 Center grantees: assessments of previous hosting quality and results. Assessments are based on input from Open World program managers, facilitator reports, and informal delegate surveys, and on the quality and promptness of grantee programmatic/administrative and financial reporting, including the accuracy of financial records.
 11. For proposals that contain plans for nominations, the Center will weigh the degree to which the proposed programs advance programming priorities indicated above in the first criterion.

GRANT PROPOSAL OUTLINE

Proposals and budgets should be e-mailed to: The Open World Leadership Center at openworld@openworld.gov. Please put “2020 Open World Grant Proposal” in the subject line. Please contact the Center at (202) 707-8943 or openworld@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.¹⁰

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

¹⁰ Pages 69-70 contain more information on financial management and budget requirements, including a recommended budget form (p.57).

4. **Statements of any unique qualifications for this program**
5. **Work Plan** – The work plan is a chronological outline that demonstrates your ability to administer the grant and meet all required deadlines, including those for reporting on results and cost sharing.
6. **Budget Submission** – The budget submission is the financial expression of your organization’s proposal to become an implementing partner in the Open World program. Therefore, your budget submission needs to reflect your administration of a program that meets the objectives and theme rationales outlined above.

FINANCIAL PROCEDURES – 2020 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 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 April 10, 2021.

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 Executive Director/Budget Officer, Jane Sargus.¹¹**

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.

¹¹Under no circumstances does obtaining Open World's written approval for an overage in a given category permit a grantee to exceed the total amount 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 2020 Open World Program | | | |
|---|-----------------|-------------------|---|
| Proposed Number of Participants: | | | |
| Cost Per Participant: | | | |
| Budget Category¹² | 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 ¹³ |
| 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 |
| Total | \$XX,XXX | \$XX,XXX | |
| PROPOSED BY: | | | |
| Signature Program Officer and Date: | | | |

¹² Please note that Open World does not fund equipment purchases.

¹³ 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.

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 established by the Office of Management and Budget (OMB), Open World has identified specific rules that will apply to all grantees and subrecipients of Open World grants. These rules are explained below. It is important to become familiar with these provisions and comply with them.

Title 2 Code of Federal Regulations (CFR) Grant Agreements is the basis for all federal grants. All OMB federal grant circulars have been combined into 2 CFR Part 200. Title 2

CFR Part 200 may be referred to as the new super circular, Uniform Grant Guidance (UGG), Uniform Guidance (UG), or 2 CFR 200.

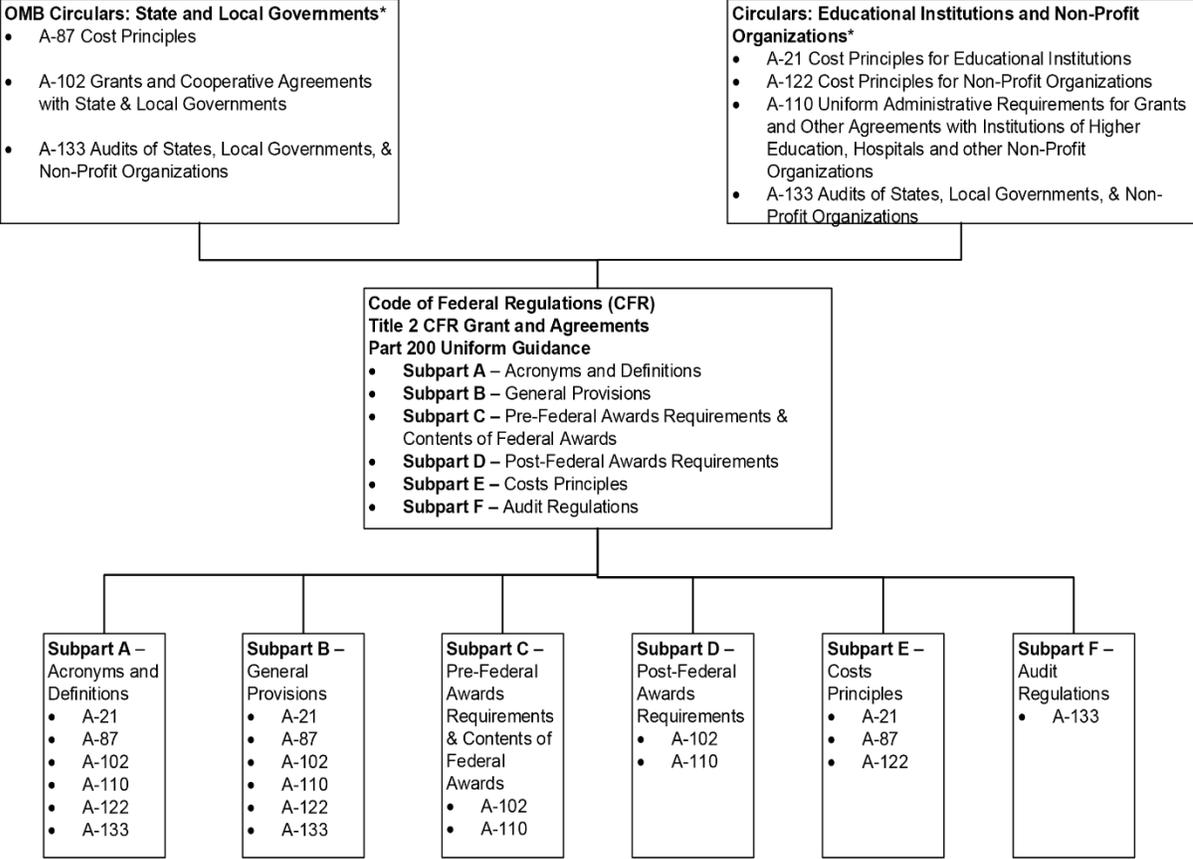
Please note that the Open World Leadership Center, as a legislative branch agency, is not required to apply the OMB grants-related guidance for executive branch agencies and departments found in Title 2 of the CFR. Nevertheless, it is the policy of the Center to follow this familiar grants guidance and to deviate from it only when in the best interest of the Open World program. Consequently, 2 CFR 200 will apply as customarily implemented by the Center in connection with the Open World program. For example, the requirement in 2 CFR 200.107 for clearance through OMB of any deviations to the terms of the CFR will not apply to Open World. Instead, grantees should direct any questions about the Center's implementation of the CFR to Jane Sargus, Executive Director/Budget Officer, at jsar@openworld.gov.

Unless otherwise specified herein, sections from the CFR, as interpreted and implemented by the Center, will be incorporated by reference into Center grant awards.

The full text of these authorities is available as follows:

- Code of Federal Regulations, Title 2, Grants and Agreements, Part 2, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, is available online via the Government Printing Office (GPO) website at: <https://www.gpo.gov/fdsys/pkg/CFR-2014-title2-vol1/pdf/CFR-2014-title2-vol1-part200.pdf>
- Copies of relevant authorities are also available from the Center upon request.

**New Uniform Grant Guidance Flow Chart
Code of Federal Regulations (CFR)
Title 2 CFR Grant and Agreements**



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, 2 CFR Part 200.450 identifies activities that are unallowable "lobbying" charges to grant funds or cost sharing.
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

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 2020 grants will begin on the date of the grantee's signature on the award letter and end no later than March 31, 2021.**

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

Financial Reports - Final financial reports are due for the period ending March 31, 2021 to the Center no later than April 10, 2021, unless a later date is agreed to in writing by the Center. Please note that grantees are encouraged to submit all final financial documentation with the final program report by ninety (90) days after the completion of programming activities. See Section IV for detailed information on quarterly financial reporting.

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

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

IV. Reporting Requirements

Each organization awarded a grant by the Center is required to submit by fax or e-mail the following reports. **Please include the Open World Grant Number (e.g., OWLC-1976) 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, 2020 (Due 4/10/2020)
2. April 1–June 30, 2020 (Due 7/10/2020)
3. July 1–September 30, 2020 (Due 9/30/2020)
4. October 1–December 31, 2020 (Due 1/10/2021)
5. January 1–March 31, 2021 (Due 4/10/2021)

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 April 10, 2021. 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

In addition to the Final Program Report, the following documents must be submitted to close a grant:

1. Final Federal Financial Report (Form 425)
2. Request for Advance or Reimbursement (Form 270), if appropriate, and marked "Final" and

3. A Variance Report that compares actual expenditures by major budget categories against the grant award budget categories. The variance report shall give the following data: approved budget categories; amount approved for each category; amount expended in each category; and the percent over/under the approved budget amount in each category.

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

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

Final Financial Reports for the period ending March 31, 2021 must be submitted to the Center not later than April 10, 2021, 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 awarded by the Center.**

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

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

VII. Organizational Prior Approval System

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

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

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

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

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

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

VIII. Cost Sharing and Cost-Sharing Records

While the Center tries to fund as many of the project activities as is fiscally possible, a grantee is expected to share in project expenses as much as possible and at the level

indicated in its approved project budget. Grantees must maintain auditable records of all project costs whether they are charged to grant funds or supported by cost-sharing contributions. All cash and in-kind contributions to a project that are provided by a grantee or a third party are acceptable as cost sharing when such contributions meet the following criteria:

- Are verifiable from the grantee's records;
- Are not included as contributions for any other federally assisted program;
- Are necessary and reasonable for the proper and efficient accomplishment of project objectives;
- Are types of charges that would be allowable under the applicable cost principles;
- Are used to support activities that are included in the approved project work plan;
- Are incurred during the grant period.

Contributions such as property, space, or services that a grantee donates to a project are to be valued in accordance with the applicable federal cost principles and not on the basis of what would normally be charged for the use of these items or services. When cost sharing includes third-party in-kind contributions, the basis for determining the valuation of volunteer services and donated property or space must be documented and must conform to federal principles. Appendix 3 illustrates the cost-share report form [with instructions] that the Center will provide to grantees and local hosts to aid them in estimating cost-share totals. The form/s are due to the Center by April 10, 2021.

IX. Suspension and Termination

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

- by the Center if the grantee materially fails to comply with the terms and conditions of an award;
- by the Center with the grantee's consent, in which case the two parties shall agree upon the termination conditions, including the effective date and, in the case of partial termination, the portion of the project to be terminated; or
- by the grantee, upon sending to the Center via fax or e-mail written notification—followed by signed documents sent via overnight or express delivery PER ARRANGEMENTS MADE BY CONTACTING OPEN WORLD 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 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.

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

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

X. Financial Management Standards

Grantee financial management systems must meet the following standards:

- a. Accounting System. Grantees must have an accounting system that provides accurate, current, and complete disclosure of all financial transactions related to each federally sponsored project. Accounting records must contain information pertaining to federal awards, authorizations, obligations, unobligated balances, assets, outlays, and income. These records must be maintained on a current basis and balanced at least quarterly.
- b. Source Documentation. Accounting records must be supported by such source documentation as canceled checks, bank statements, invoices, paid bills, donor letters, time and attendance records, activity reports, travel reports, contractual and consultant agreements, and subaward documentation. All supporting documentation should be clearly identified with the grant and general ledger accounts that are to be charged or credited.
 - (1) The documentation required for salary charges to grants is prescribed by the cost principles applicable to the grantee organization. If an applicant organization anticipates salary changes during the course of the grant, those charges must be included in the budget request.
 - (2) Formal agreements with independent contractors, such as consultants, must include a description of the services to be performed, the period of performance, the fee and method of payment, an itemization of travel and other costs that are chargeable to the agreement, and the signatures of both the contractor and an appropriate official of the grantee organization.
- c. Third-Party Contributions. Cash contributions to the project from third parties must be accounted for in the general ledger with other grant funds. Third-party in-kind (non-cash) contributions are not required to be recorded in the general

ledger, but must be under accounting control, possibly through the use of a memorandum ledger. If third-party in-kind (non-cash) contributions are used on a project, the valuation of these contributions must be supported with adequate documentation.

- d. **Internal Control.** Grantees must maintain effective control and accountability for all cash, real and personal property, and other assets. Grantees must adequately safeguard all such property and must provide assurance that it is used solely for authorized purposes. Grantees must also have systems in place that ensure compliance with the terms and conditions of each grant award.
- e. **Budget Control.** Records of expenditures must be maintained for each grant project by the cost categories of the approved budget (including indirect costs that are charged to the project), and actual expenditures are to be compared with budgeted amounts no less frequently than quarterly. Center approval is required for certain budget revisions.
- f. **Cash Management.** Grantees must also have written procedures to minimize the time elapsing between the receipt and the disbursement of grant funds to avoid having excessive federal funds on hand. Requests for advance payment shall be limited to immediate cash needs and are not to exceed anticipated expenditures for a 30-day period. Grantees must ensure that all grant funds are obligated during the grant period and spent no later than 60 days after the end of the grant period.

XI. Record Retention and Audits

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

The Center, the Comptroller General of the United States, the Inspector General of the Library of Congress (on behalf of the Center), and any of their duly authorized representatives shall have access to any pertinent books, documents, papers, and records of a grantee organization to make audits, examinations, excerpts, transcripts, and copies. Further, any contract in excess of the simplified acquisition threshold (currently \$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. Should performance be found unacceptable compensation under the contract purchase order should reflect the deficiencies.
- b. Ethical Standards of Conduct.** Grantees shall maintain a written standard of conduct for awarding and administering contracts. No employee, officer, or agent of the recipient organization shall participate in the selection, or in the awarding or administration, of a contract supported by federal funds if a real or apparent conflict of interest would be involved. Such a conflict would arise when any of the following have a financial or other interest in the firm selected for a contract: the employee, officer, or agent; any member of his or her immediate family; his or her partner; or an organization which employs or is about to employ any of the preceding.

Grantee officers, employees, and agents will neither solicit nor accept gratuities, favors, or anything of monetary value from contractors, or parties to 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 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.** No contracts shall be made to parties listed on the General Services Administration's Lists of Parties Excluded From Federal Procurement or Nonprocurement Programs. 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. 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. **Prohibition on Contracting for Hardware, Software, and Services Developed or Provided by Kaspersky Lab and Other Covered Entities.** Contractors shall adhere to FAR Clause 52.204-23 and shall include the clause in all subrecipients agreements, contracts or purchase orders.

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 200 contains 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. Applicant organizations may obtain a paper copy from the Center or read the full text online by going to <https://www.gpo.gov/fdsys/pkg/CFR-2014-title2-vol11/pdf/CFR-2014-title2-vol11-part200.pdf>.

II. Basic Definitions

2 CFR 200 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 200.420 describes 55 types of costs and explains when they are allowable and when they are not. Some of the potential costs covered by the CFR 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 CFR 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
2. Advisory councils
- X 3. Alcoholic beverages
4. Alumni/ae activities
5. Audit services
- X 6. Bad debts
7. Bonding costs
8. Collections of improper payments
9. Commencement and convocation costs
10. Compensation – personal services
11. Compensation – fringe benefits
12. Conferences
- X 13. Contingency provisions
14. Contributions and donations
15. Defense and prosecution of criminal and civil proceedings, claims, appeals and patent infringements
16. Depreciation
17. Employee health and welfare costs
18. Entertainment costs
- X 19. Equipment and other capital expenditures
20. Exchange rates
- X 21. Fines, penalties, damages and other settlements
- X 22. Fund raising and investment management costs
- X 23. Gains and losses on disposition of depreciable assets
24. General costs of government
- X 25. Goods or services for personal use
26. Idle facilities and idle capacity
27. Insurance and indemnification
28. Intellectual property
- X 29. Interest

- X 30. Lobbying
- X 31. Losses on other awards or contracts
- 32. Maintenance and repair costs
- 33. Materials and supplies costs, including costs of computing devices
- 34. Memberships, subscriptions, and professional activity costs
- X 35. Organization costs
- 36. Participant support costs
- 37. Plant and security costs
- 38. Pre-award costs
- 39. Professional service costs
- 40. Proposal costs
- 41. Publication and printing costs
- 42. Rearrangement and reconversion costs
- 43. Recruiting costs
- 44. Relocation costs of employees
- 45. Rental costs of real property and equipment
- 46. Scholarships and student aid costs
- 47. Selling and marketing costs
- 48. Specialized service facilities
- 49. Student activity costs
- 50. Taxes (including Value Added Tax)
- 51. Termination costs
- 52. Training and education costs
- 53. Transportation costs
- 54. Travel costs
- 55. Trustees

APPENDIX 3

Cost-Share Report Form and Instruction Sheet

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



OPEN WORLD
LEADERSHIP CENTER

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 Nights | X | # of Participants | X | Unit Value | Cost Share |
| Number of nights with home hosts: | <input type="text"/> | | <input type="text"/> | | \$100.00 | \$0.00 |
| www.gsa.gov/perdiem | | | | | | |
| Donated meals: | # of Meals | X | # of Participants | X | Unit Value | Cost Share |
| Breakfasts: | <input type="text"/> | | <input type="text"/> | | \$10.00 | \$0.00 |
| Lunches: | <input type="text"/> | | <input type="text"/> | | \$15.00 | \$0.00 |
| Dinners: | <input type="text"/> | | <input type="text"/> | | \$30.00 | \$0.00 |
| | | | | | SUBTOTAL: | \$0.00 |
| www.gsa.gov/perdiem | | | | | | |
| Volunteer/host driving in their own cars: | Miles | X | Price per mile | | | Cost Share |
| Total miles all drivers: | <input type="text"/> | | \$0.51 | | | \$0.00 |
| http://www.gsa.gov/ | | | | | | |
| Volunteer time: | Hours | X | Cost per hour | | | Cost Share |
| Other unpaid hours (staff, presenter, etc.): | <input type="text"/> | | \$8.00 | | | \$0.00 |
| | | | | | SUBTOTAL: | \$0.00 |
| http://www.dol.gov/esa/minwage/america.htm | | | | | | |
| 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 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 April 10, 2021.

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 Grants Manager Nina Latterell at 202-707-8943 or nlat@openworld.gov (please put GRANT NUMBER OWLC-20XX - COST SHARE in the subject line).

INSTRUCTIONS

IDENTIFYING INFORMATION:

1. List your organization’s name. If a sub grantee is completing the form, please list first the primary grantee organization followed by the sub grantee organization.
2. Fill in the Open World Grant Number (e.g., OWLC—1976).
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.

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. 1908].

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

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

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

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

Suspension -

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

(2) The suspension of an individual or organization that causes that party to be temporarily ineligible to receive any assistance and benefits from the federal government pending the completion of investigation and legal proceedings as prescribed under agency regulations. 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.