



Grant Guidelines

Congressional Office for International Leadership
Open World Program

2023

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CONGRESSIONAL OFFICE FOR
**INTERNATIONAL
LEADERSHIP**

**OPEN WORLD PROGRAM
CONGRESSIONAL OFFICE FOR INTERNATIONAL LEADERSHIP**

2023 GRANT GUIDELINES

Introduction

The Congressional Office for International Leadership (COIL), formerly known as the Open World Leadership 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, Estonia, Georgia, Hungary, Kazakhstan, Kosovo, Kyrgyzstan, Moldova, Mongolia, North Macedonia, Poland, Romania, 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 36.5 (with 24% being under 30, and the average age being 33.5 in recent years); more than half (52%) are women.

COIL'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.

COIL 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, Estonia, Georgia, Hungary, Kazakhstan, Kosovo, Kyrgyzstan, Moldova, Mongolia, North Macedonia, Poland, Romania, Serbia, Tajikistan, Turkmenistan, Ukraine, and Uzbekistan. COIL will give greater weight to those

2023 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, COIL ensures that *all* delegations receive significant exposure to the role and procedures of American legislative bodies. As part of this focus, COIL 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.

COIL intends to award grants for the hosting of 188 delegations under these guidelines for calendar year 2023. Each delegation will consist of five delegates and one facilitator.² COIL invites U.S.-based organizations with either established foreign visitor programs or demonstrated ability to host foreign visitors to propose hosting up to 188 delegations from the participating countries. Those organizations that have projects and/or partnerships with their colleagues in participating countries are strongly encouraged to offer to defray and/or cover some of the costs of such programming by either covering some of the airfares and/or hosting costs themselves or having their proposed delegation members prepared to cover all or some part of their travel or other programmatic costs.

Proposals for all country programming in this solicitation are due close of business Tuesday, October 11, 2022. Please see page 51 for instructions on submitting applications.

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

2023 GRANT PROCEDURES

Grants Overview

The **2023 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.

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.

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 1,128 participants⁴ (188 delegations) under these guidelines. Final 2023 hosting numbers will depend on available funding. The number of programs could decrease or increase before the end of the 2023 program year.

Grant Guidelines Content

This document contains, in order:

- Eligibility requirements for a grant and programming priorities
- Open World program objectives
- Short hosting theme descriptions
- Proposed 2023 travel dates
- Grantee programming and administrative requirements
- Local-hosting document deadlines
- Results tracked by COIL
- 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 COIL and explains grantees' and local host organizations' roles in helping report them.

³ Delegations stay in Washington, DC, for two days to attend an orientation program hosted by COIL, and then spend eight days in the local host community. Exceptions may be made by COIL 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. COIL's grantees will be solicited to host them if such additions occur.

Eligibility for a Grant from COIL 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 program visit should describe this activity. An applicant proposal:

- Must demonstrate that the applicant organization has the ability, experience, and expertise to provide excellent programming in the Hosting Theme(s) for which it is applying and/or will establish cooperative agreements with expert local host organizations that can do so.⁵
- Will be given preference if it demonstrates that the applicant organization has the ability to provide programmatic activities with federal, state, county, and local legislators and legislative staff that will enhance the delegates' understanding of the legislative process and the structure and functions of American legislative bodies.
- Will be given preference if it is likely to produce new partnerships or further existing ones.
- Will be given preference if it includes ideas for specific follow-on project activities and/or significant projected results, such as plans for substantive future reverse travel.
- Will be given preference 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 page 55 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, COIL will permit organizations awarded 2023 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

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

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

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 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. COIL 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.

COIL 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).
- 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.

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.

- 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.
- Acquire 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 **2023 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 COIL 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. COIL, 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.

COIL'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. COIL'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. COIL'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.

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 page 51.) Proposed travel dates by country and theme can be found in the table starting on page 46.

Below, listed by country, are the hosting themes, each with an accompanying theme description.

Armenia

Members of Newly Formed LGBT Organizations – February 1

There are several new LGBTI+ NGOs recently established in Armenia and conducting active works in the community. However, many of them lack professionalism, skills, and knowledge about NGO operations, and specifically about balancing human rights activism and safety of their members. The program will give them an opportunity to learn operational nuances from U.S. NGOs and make connections with counterparts for future cooperation. The participants will benefit greatly from the experience as there are not many local NGOs working in the field that would be able to mentor and/or support the newly established organizations. Potential candidates are the founders and active members of the new NGOs.

Young Professional Women from Local Governments – March 8

Women are becoming more prominent in national and Yerevan city politics, but they still lack the skills, experience, and courage to be politically active in the regions. Social stigma, family obligations, and traditional views preventing women from entering politics is more present in the regions than in Yerevan. The program will empower current and prospective women politicians from the regions to be more active, engaged, and ready to take on leadership roles. They will learn best practices from their US counterparts, establish ties, and become stronger voices in their communities. Potential candidates are current and future city council members from the regions.

Members of Parliament – March 28

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 would focus on oversight and pluralism in the legislative process and the role of outside bodies such as the Judicial branch, the Office of Management and Budget, the Congressional Research Service, independent think tanks, investigative journalists, and lobbying groups at the federal and state level. The program will also involve visits to congressional constituent offices to explore the role of congressional outreach and town halls/councils in the policy process. The visit would also explore the role of party structures in developing policy. The program should cover: Checks and balances between the executive, legislative and judiciary (visits to relevant structures); Transformation of a political or policy idea into legislation; structure and operations of the legislative branch; Relations between parliamentary opposition and ruling party; Work of parliamentary committees; Constituent services; Public outreach; Role of interest groups and lobbyists in the legislative process; the work of U.S. legislatures, their step-by-step workflow processes; and public hearings.

Parliamentary Staffers – August 2

The program for parliamentary staffers will share best practices in legislative development and drafting; accountable governance; transparency; and constituent representation. The program will cover the roles and duties of advisors on the national, state, and local levels. The delegates will be exposed to the work with legislative committees, process of bills going through the committees from the beginning till the end, from the perspective of staffers. Learning about mechanisms of evaluating whether adopted laws and regulations are meeting their intended objectives, whether they are doing it efficiently, and if there were unintended or unanticipated impacts to be remedied, observing the interaction of staffers with the media. The program will help the staffers to get insight into the role of Congress in shaping American foreign policy; parliamentary oversight over the implementation of international treaties and agreements; cooperation between think tanks and Congressional staff; the role/responsibility of Congressional staff in coordinating relations between Congress and Parliaments of other countries.

Technology and the Rule of Law – September 27

The COVID-19 pandemic has highlighted the glaring need for the Armenian judicial system to possess and utilize alternative operational tools to implement justice – particularly electronic filing and electronic case management processes. Without these electronic tools, Armenian judges, lawyers, and ordinary citizens have to spend significantly more time in person-to-person encounters and have to produce an enormous amount of paperwork. Members of the Armenian judiciary have recognized the need for innovative and proactive digital solutions to solve this problem. Many countries, including the United States in both its federal and state court systems, have already started using electronic filing systems, meaning that physical documents need not pass across physical desks, while saving time and increasing efficiency. Under this program, the Armenian judiciary will study the best practices of e-justice, electronic filing, and electronic case management that have been tried and proven in U.S. jurisdictions. Participants will also study recent legislative changes enacted in the United States that allow for innovative judicial proceedings to minimize the risks presented by transmissible diseases like COVID-19. Participants in this program will return to Armenia armed with solutions to make the Armenian justice system more responsive to future epidemiological crises through technology and more flexible rules and regulations.

Youth-Led Social Change: Influencing Policy Agenda-Setting Through Local Politics and Activism – October 11

This Open World program will benefit emerging voices on the rise represented through youth advocates, political leaders, and organizations from Yerevan and especially other regions. The emerging leaders selected to go would get first-hand exposure of how local politics works in the

United States, how to develop an adaptive strategic framework, to expand the network, to strengthen the institutional capacity, to incorporate an issue-based approach in their planning, and to understand and exercise diverse engagement types for influence and impact. It would be a valuable exposure to issues that started at the local level by citizens or local interest groups and have made it all the way to the state and federal level thanks to strategic collaboration among local actors. This project will examine the emergence and expansion of young influencers in the United States that impact social change, the relationship they cultivate with various stakeholders, and the paths that take them to leadership roles in politics, business, and other spheres of life. Meetings, site visits, and workshops will explore best practices in fostering alliances, leadership development, strategic planning, social entrepreneurship, business innovation, and advocacy, capitalizing on technology and social media, public outreach, and engaging volunteer networks. The end goal would be to equip a group of Armenian emerging voices with new ideas based on their observations and discussions that would help them engage with local politics and develop innovative and practical plans and strategic frameworks to reinforce their engagement and to create meaningful impact in their communities using both digital and non-digital environments. The program would also enable young people to develop professional contacts in the United States, which could provide fruitful partnerships in the future.

Azerbaijan

Coordinated Approaches for Better Public Health Outcomes – January 18

The COVID-19 pandemic shined a spotlight on Azerbaijan’s public health shortcomings. Local partner organizations assessed their response to the emergency and identified a need for significant improvement in this critical area. This program would engage doctors, nurses, and officials from the Ministry of Health and associated agencies, exposing them to American practices in large-scale disease prevention. Participants will gain an understanding of techniques for stopping the spread of infectious disease and managing environmental hazards that threaten public health.

Youth Leaders in Civic Engagement and Governance – February 22

The program will focus on building leadership and networking skills for youth working at the intersection of civil society and government. Participants will comprise of young leaders, activists, and influencers who work in politics, governance, NGOs, community groups, and academia. This program will showcase U.S. models of engaging youth populations to promote public dialogue and strengthen civil society, highlighting best practices in fostering alliances, strategic planning, advocacy, use of technology and social media, public outreach, and engaging volunteer networks.

Strengthening Political Think Tanks – February 22

Building on 2022’s highly successful Think Tank program, this iteration will contribute to building the capacity of local organizations working on political analysis. Participants will learn the best practices U.S. think tanks deploy to raise funds and manage organizations, and how to work with the public and craft messaging for a general audience. Participating analysts will acquire a heightened understanding of how to effectively cooperate with different actors of civil society and maximize their ability to influence the government and the public.

Gender-Related Activism – April 5

Promoting women’s rights and female empowerment is a top-line goal and increasingly high-profile in Azerbaijan. This program, which would also address issues related to and engage activists from the LGBTQI space, would enable stakeholder groups to learn from practices similar organizations in the United States utilize to draw attention to their issues, gain public understanding, and encourage legislative reform.

Community Sports as a Tool for Social Change in the U.S. – April 5

The program will introduce participants to how U.S. communities use extracurricular youth programming in the areas of art and sports to improve social cohesion and engagement at the local level. The program will include youth leaders in the regions who are actively using various aspects of sports/engaged in sports management in their communities. They will explore community sports programs aimed at empowering women and girls as well as removing the barriers and expanding opportunities for people with disabilities to engage in sports. Participants will gain exposure to community sports programs aimed at empowering women and girls, and such arts-connected platforms as dance and theater that confront social issues connected with such themes as ethnic diversity, sexual orientation, and economic stratification. The program will also explore such practical themes as establishing and administering arts and sports programs, fundraising, and sustainability.

Providing Social Services to Vulnerable Children – May 3

The program will engage workers from government entities, local NGOs, and shelters that work with children, sharing U.S. models for confronting such child-welfare issues as maltreatment, abuse, and pediatric exposure to trauma. The participants will meet with American subject stakeholders to enhance their problem-solving skills and help establish peer-group networks.

Promoting Community Social Change through Arts in the U.S. – September 20

This program will include artists in the regions who are actively using various aspects of arts for community education and development. This program will examine the link between cultural engagement and community well-being by focusing on the arts as a vehicle for promoting social change. Participants will visit established art centers and learn about community-supported arts programs that focus on disenfranchised populations. They will look at an array of models, including those focused on traditional and folk arts, painting, graphic arts and photography, as well as others that emphasize performing arts, such as dance and street theater. The program should also look at the use of art in confronting social issues such as problems associated with ethnic diversity, sexual orientation and economic stratification. The program should also explore such practical themes as establishing and administering arts programs, fundraising and sustainability.

Public Water Resource Management – October 4

The program aims to bring a range of water experts to the United States to learn more about inter-agency and inter-state/-nation coordination on water issues. Access to water and consequent conflict between national/regional governments, private/public sector bodies, and industrial groupings is an increasingly salient issue in Azerbaijan. Understanding how American states and municipalities manage the conflict will be highly valuable in contemporary Azerbaijan. The program would aim to assist professionals from the Ecology Ministry and independent water experts to learn the U.S. best practices in such areas as addressing inter-agency coordination, introducing efficient irrigation and water supply systems, rehabilitation of existing drinking water supply infrastructure and designing and executing other water management reform programs.

Members of Parliament – October 17

This program will introduce Members of Parliament to the U.S. legislative branch and allow them to learn about the workings of national and state level governments. They will also learn about constituent services and how legislators serve their communities.

Estonia

Members of Parliament – June 6

This program will introduce Members of the Riigikogu to the U.S. legislative branch and allow them to learn about the workings of national and state level governments. They will also learn about constituent services and how legislators serve their communities. Please see page 45 for a general description regarding Open World parliamentary programs.

Cybersecurity – July 12

The delegation will consist of specialists from various ministries of government. Due to the increasingly prominent and essential role of technology and internet connectivity, cybersecurity is a critical priority for the government of Estonia. Our Embassy is in support of all efforts to improve digital infrastructure to maintain a more secure cyber-environment, and anticipate that further investment in this sphere will help assure investors and stakeholders of the continued security of Estonian cyberspace for commercial, governmental, and private use.

Transparency in Governance – September 20

One priority of the U.S. Mission's work in Estonia is to support our Estonian colleagues as they work to improve transparency on their governance. The Estonian government has faced criticism from the public for not having clear rules about lobbying and identifying conflict of interest and improper use of influence. An Open World delegation in this theme would focus on best practices to ensure transparency in governance and efforts that are made to limit leaders from legislating and governing based on personal interest, be they actual or perceived.

Municipal Leadership and Community Engagement – September 20

This program for municipal leaders would focus on effective public administration, sustainability and community engagement. Our Estonian and American communities could learn from one another as to best practices to effectively lead a community and include all stakeholders in satisfactory community life. Such a program would include discussions on how to build a strong and successful community, how to best use resources in this time of drastic climate change, and how to better and more openly serve the citizenry.

Rule of Law: The U.S. Judicial System – September 27

This program examines the U.S. commitment to the promotion of transparency, ethics, and judicial independence in a democracy. Meetings and site visits will highlight the judiciary's role in preserving democratic practices such as due process, trial by jury, the right to representation and a fair trial, the role of the public defender, the appeals process, judicial appointments/elections, and governmental accountability. Participants will learn about federal and state judicial systems under the U.S. model of federalism. In examining the workings of an independent judiciary in criminal and civil proceedings, the participants will observe trials and court procedures and assess new technologies in court administration.

Georgia

Inclusivity – February 1

The landscape of Georgian social norms and culture has been changing quickly, and COIL has identified the support of organizations promoting inclusivity and societal tolerance. The five-member Georgian delegation will take part in a schedule of activities and discussions to improve morale and share best practices among prominent figures with civic organizations advocating for the greater acceptance and support of a variety of marginalized social groups including traditionally underrepresented sexual, ethnic, and ability groups. The program seeks to demonstrate the value of

diversity, and highlight the constructive nature of collaboration and cooperation within non-governmental organizations in order to build a more inclusive civil society, as well as expose members to US-based groups that have been successful in advocating for inclusivity initiatives within the United States.

Youth Engagement – February 1

Young people (10-29 years old) represent approximately 25% of the population of Georgia. These young people face difficulties in education, employment, inclusion and healthcare. They also face problems with housing, finance and transportation and being able to achieve autonomy due to not having sufficient resources to manage their own lives, fully participate in society and make independent decisions. Georgia suffers from high youth unemployment, significant poverty among young people, and the significant consumption of tobacco, alcohol and illicit drugs. This Open World program would feature how communities work to engage the young in society and provide meaningful options for young people to gain independence and live autonomously in a constructive way.

Members of Parliament – March 28

This program will introduce Members of Parliament to the U.S. legislative branch and allow them to learn about the workings of national and state level governments. They will also learn about constituent relations and how legislators serve their communities. Please see page 45 for a general description regarding Open World parliamentary programs.

NGO Management – May 3

Georgia has over 16,000 registered non-governmental organizations (NGO) – a very high rate per-capita. Despite a highly saturated market, overall capacity of the NGO sector is strikingly substandard. Recent polling done by the Caucasian Research Resource Center (CRRC) showed that only 28% of respondents trust NGOs. When compared to other Georgian institutions this number is very low. Recognizing the need of a strong civil society in Georgia for ensuring government transparency and accountability, this Open World program will provide insight as to building the capacities of Georgian NGOs, turning them into the credible and well-rounded organization as and impactful in their fields. Programming would cover a wide variety of topics, including: the core concepts and values of a non-governmental organization; organizational strategic planning; project cycle management; fundraising and sustainability; PR and social marketing; financial management; leading and managing people; and carrying out advocacy campaigns.

High School Administration/Counseling – May 3

Quality education is critical for the development of both individuals and societies, helping to pave the way for a successful and productive future. Despite significant achievements in recent years, the Georgian education system continues to face many challenges. Georgia's expenditure on education is lower than that of other countries with the same GDP per capita. The low quality of education is a major challenge for children of Georgia. Georgian students underperform in International Student Assessments, and about two thirds of 15-year old students in Georgia do not meet baseline standards in reading, science and mathematics. Poor student performance can also be seen in the high dropout rate from secondary education and students' difficulties to meet the demands of the labor market later on. The quality of education is especially undermined by the low qualification of teachers and the ineffective system of teacher deployment and management. The Open World program in this theme will demonstrate how effective high schools are managed and how children/young adults are counseled about the educational and professional choices that a good reeducation avails.

Entrepreneurship and Small Business Development – June 14

The main goals of the Projects Management Department of VETCI is the resocialization and rehabilitation of prisoners through vocational education and training, as well as implementation of business and entrepreneurship projects for the purpose of increased employment for inmates and priores that are released. Projects underway: include a snail farm, a bakery, greenhouses, strawberry, raspberry, and vegetable production, and the marketing of handmade crafts. VETCI is looking to improve a number of awareness raising projects in all prisons on taxation, and the development of small business management and entrepreneurial skills among inmates. This program will be aimed at providing new skills for prison advocated and trainers and those involved in the work of VETCI, which will positively affect the quality of the implementation of ongoing and new projects.

Best Practices in the Publishing Industry – September 6

The publishing industry is a complex combination of commerce and culture. The Georgian media market, like any other small one, typically faces a number of obstacles. The small number of readers is one primary problem. Georgian readers mostly read classics (western canon) and aren't prone to discover a lot of contemporary literature. Publishers still follow the post-soviet inertia and have not met modern standards, so the lack of expertise among publishers is a huge obstacle. There is no relevant educational institution which trains professional publishers and editors for this profession. Georgian publishers do not utilize the concept of literary agents which is a huge drawback for the development of the Georgian publishing industry. Their recent participation in international fairs and festivals (mostly in European countries) showed how beneficial the international experience is and helps to expand networks. The U.S. market and industry is still distant and unfamiliar for Georgian publishers and an Open World program can it can provide new perspectives and expertise in the following areas: publishing, editing, copyright and rights selling, marketing, book selling, book design, and book launch/book events management. Georgian publishers will benefit from visiting the large, medium and small publishing houses in U.S. to be introduced the specifics of their work, best modern practices for the publishing industry, to expand networks for future collaboration, to get to know strategies for managing best sellers, and have a chance to share Georgian publishing culture. Building a cadre of literary agents is a long-term plan for Georgia, so visiting literary agencies and the universities of literary agents will lay a foundation for future educational prospects in this field. Including bookstores in this program will diversify the scope to book distribution, marketing, pricing, and trading.

Journalism: Open-Source Investigative Journalism – September 6

At first glance, Georgia seems to have a thriving and pluralistic media landscape. However, a closer look reveals a lot of underlying problems when it comes to true press freedom, and things are getting worse, not better. A lot of media outlets depend on outside financial aid and public distrust in the media is high. Next to fake-news-campaigns orchestrated by Russia, especially the influence of financial aid from powerful oligarchs, play a big role in shaping the media landscape of Georgia. This influence basically destroys independent reporting and objective journalism. The Open World program is aimed at showing promising independent journalists proper investigative methods, neutrality in reporting and how to effectively use open sources to provide strong and fact-based articles and other contributions through media outlets in all forms.

Rule of Law: The U.S. Judicial System – September 27

This program examines the U.S. commitment to the promotion of transparency, ethics, and judicial independence in a democracy. Meetings and site visits will highlight the judiciary's role in preserving democratic practices such as due process, trial by jury, the right to representation and a fair trial, the role of the public defender, the appeals process, judicial appointments/elections, and governmental accountability. Participants will learn about federal and state judicial systems under the U.S. model of federalism. In examining the workings of an independent judiciary in criminal and civil proceedings,

the participants will observe trials and court procedures, meet with judges, prosecutors, public defenders, local law schools and other relevant agencies.

Volunteerism and Civic Action – October 11

The U.S. experience with volunteerism can provide an excellent example for the National Agency for Crime Prevention, Non-Custodial Sentences and Probation and for the Resocialization and Rehabilitation Department of Convicts and Former Prisoners, and the Juvenile Referral Center. Introduction to best practices for supporting, training and encouraging volunteerism will improve the experience and engagement of volunteers in the organization of projects and events aimed to support the resocialization and rehabilitation of these agencies' beneficiaries, and thus foster wider community engagement and the strengthening public security. Familiarization with successful recruitment and management of volunteers of different profession to implement and support tailored professional orientation/development programs will be an important value for the successful reintegration of these entities' beneficiaries in society.

Hungary

Migration and Social Dialogue – February 1

This group of five Hungarian civil society representatives will seek to explore connections to counterparts and local partners in the United States. In addition to general themes and content focusing on civil society, the group will have a special interest in migration and social dialogue, looking in particular to learn lessons that can be applied upon to their return to their home country of approx. 10 million. The group may include representatives of NGOs which played a role in supporting refugees from Ukraine upon their arrival in Hungary, which has seen a number of migration-related crises in recent years. Civil society is not particularly strong and well-developed in Hungary; civil society representatives face multiple challenges getting their messages out and managing their organizations with limited personnel and financial resources. Exploring potential avenues of cooperation between civil society and the central government and local government partners will also be of interest to the group.

Members of Parliament: Sustainability, Innovation and Accountability – June 6

This group of five Hungarian Members of Parliament (MPs) will seek to explore connections to the United States, legislative branch and public administration best practices, and avenues of cooperation between different political parties. In addition to general themes and content focusing on parliamentary and congressional affairs, the group will have a special interest in sub-themes of sustainability, innovation and accountability, looking in particular to learn lessons that can be applied upon to their return to their home country of approx. 10 million. The Hungarian Parliament includes Members who are directly-elected from a local constituency as well as Members, elected on party lists, with no geographic constituencies of their own; both groups of MPs have the same legal standing. The delegation is likely to include first-time MPs as well as more seasoned officials, who have served in Parliament for a number of years.

NGO Management and Engagement with Local and National Governments – October 11

This group of five Hungarian civil society representatives will seek to explore connections to counterparts and local partners in the United States. In addition to general themes and content focusing on civil society, the group will have a special interest in NGO management and engagement with local and national governments, looking in particular to learn lessons that can be applied upon to their return to their home country of approx. 10 million. Civil society is not particularly strong and well-developed in Hungary; civil society representatives face multiple challenges getting their messages out and managing their organizations with limited personnel and financial resources.

Exploring potential avenues of cooperation between civil society and the central government and local government partners will also be of interest to the group.

Parliamentary Staffers: Local and National Level Cooperation – December 6

This group of five Hungarian parliamentary staffers will seek to explore connections to the United States, legislative branch and public administration best practices, and avenues of cooperation between different political parties. In addition to general themes and content focusing on parliamentary and congressional affairs, the group will have a special interest in sub-themes of local and national level cooperation, looking in particular to learn lessons that can be applied upon to their return to their home country of approx. 10 million. The Hungarian Parliament comprises 199 Members of Parliament (MPs) and includes representatives of nine political parties. Staffers work alongside MPs, with one of Parliament's seventeen committee or in the non-partisan Office of Parliament. The delegation is likely to include staffers who are relative newcomers to parliamentary work, as well as more seasoned colleagues who have served in Parliament for a number of years. Because the relationship between the central government and local governments is often strained in Hungary, exploring relevant challenges in public service will be of interest to the group.

Kazakhstan

Data-Driven Drug Prevention Policy in Public Health – January 18

This program will examine ways to advance and evaluate decision-making actions to address drug misuse, abuse, and overdose. Participants will learn how to 1) improve data collection and analysis around drug misuse, abuse, and overdose; 2) develop strategies that impact behaviors driving drug dependence and abuse; and 3) work with communities to develop more comprehensive drug prevention programs. Policymakers will be exposed to the evidence-based drug prevention in schools, use of the mass media for information campaigns targeting audience and medicine-evidence treatment practices.

Members of Parliament – February 28

This program will introduce Members of Parliament to the U.S. legislative branch and allow them to learn about the workings of national and state level governments. They will also learn about constituent relations and how legislators serve their communities. Please see page 45 for a general description regarding Open World parliamentary programs.

Law Enforcement and Social Services Response to Domestic Violence – April 5

Domestic violence in the Kazakhstan is a major impediment to gender equality, women's economic empowerment, child welfare, and other critical public health and safety issues. It has also been a challenging issue for law enforcement agencies and NGOs to address. President Kassym-Jomart Tokayev has repeatedly raised his concerns about how domestic violence is addressed in Kazakhstan, calling for tougher measures against perpetrators. While there is a law on prevention of domestic violence, there is no defined criminal offence, and the crime is dealt with primarily by administrative law, which carries lesser penalties. However, civil society and academics report the imposition of administrative penalties amounts to a system of impunity. The IVLP will expose participants to alternative criminal processes; social- service responses to victims' needs; and the impact on society at large of children raised in an abusive home.

Judicial Rule of Law – May 10

This program examines the U.S. commitment to the promotion of transparency, ethics, and judicial independence in a democracy. Meetings and site visits will highlight the judiciary's role in preserving democratic practices such as due process, trial by jury, the right to representation and a fair trial, the

role of the public defender, the appeals process, judicial appointments/elections, and governmental accountability. Participants will learn about federal and state judicial systems under the U.S. model of federalism. In examining the workings of an independent judiciary in criminal and civil proceedings, the participants will observe trials and court procedures, meet with judges, prosecutors, public defenders, local law schools and other relevant agencies.

Multimedia Approaches to Civic and Political Activism – September 6

In the wake of Kazakhstan's January 2022 political unrest and President Tokayev's recommitment to a path of gradual political and economic reforms, the Kazakhstani public has arguably become more interested in the country's political processes, and the space for public discussion and activism has somewhat expanded. Due to continuing restrictions on the operations of NGOs and in-person rallies, however, much of this discussion and activism takes place online, where a small number of social-media influencers use their platforms to draw attention to issues of public concern. This project will expose Kazakhstani content makers, journalists, and activists to multimedia civic activism strategies, including new ideas for engaging target audiences on human rights, anti-corruption, and political change.

Parliamentary Staffers – October 25

COIL will host parliamentary staff from the Republic of Kazakhstan and seeks to match the delegation with key counterparts in the U.S. Congress and state governments. The Kazakh delegates will engage in dialogue with Congressional staff whose member's committee membership placement reflects areas of current and potential cooperation between the United States and Kazakhstan. The meetings will be intended to further augment global connections between international legislators with US policymakers in the interest of better understanding and facilitating closer cooperation on a variety of political, civic, and business leaders in the relevant state/district.

Building Strong and Inclusive Foreign Assistance Programs – November 29

This program will examine the U.S.' robust foreign assistance program with an emphasis on the involvement of the private sector, civil society, academia, and state and local governments. The participants will be able to learn from the U.S. experience of utilizing, targeting, planning, implementing, and evaluating foreign assistance as a key tool to advance U.S. foreign policy and strengthen bilateral relations. As Kazakhstan is in the midst of developing its own program, the emphasis will be on how Foreign Affairs agencies partner with and leverage a wide range of experts and organizations to implement development assistance initiatives. The participants will visit the State Department, USAID, and other agencies implementing foreign assistance as well as partner universities (e.g. land grant universities), private sector partners (e.g. Mastercard, Coca Cola), non-governmental organizations (e.g. Mercy Corp, CARE), faith-based organizations (e.g. Catholic Relief Services, Lutheran World Relief), and state governments (e.g. State Partnership Program) to learn about their vital role in the U.S. foreign assistance system and how Kazakhstan can form similar partnerships.

Improving the Investment Climate: Strengthening Mechanisms to Resolve Commercial Disputes – November 29

This program will examine alternative dispute resolutions models, approaches, and best approaches in the U.S. The lack of transparent and effective mechanisms to resolve tax, investment, and commercial disputes has been identified by the Government of Kazakhstan, the Supreme Court, and the private sector as a key constraint to expanding foreign investment. In fact, Kazakhstan's VIII Congress of Judges in late 2020 identified dispute resolution as a top priority and the Supreme Court has requested U.S. assistance in the reform effort. This project will bring together the Government of Kazakhstan and its judiciary, judges, lawyers, and the private sector to jointly discuss required reforms in

Kazakhstan while learning from the U.S. experience with alternative dispute resolution inside and outside the court system. The participants will visit federal, state, and local courts specialized on commercial, investment, and tax cases, bar associations, law firms, private sector associations, and other institutions to learn about their views and role in dispute resolution and how these institutions work together and interact.

Kosovo

Members of Parliament: Monitoring the Implementation of Laws – May 1

Post-legislative scrutiny, or the parliament monitoring how well the laws are implemented by the executive and what effect the laws have, is an essential function of the National Assembly. If conducted in due course, the post-legislative scrutiny is a powerful executive oversight tool. However, due to a combination of institutional and political challenges, post-legislative scrutiny is rarely conducted by the Kosovo Assembly. The Kosovo's Assembly has been developing its Library and Research Services, however, this department is currently insufficiently engaged in the Assembly's oversight activities. Members of Parliament would learn about the overall strengthening of the oversight role of the Assembly, through providing credible, timely, unbiased, objective, and accessible services for the legislative body. Through active discussions, the participants would explore good practices for effective legislative oversight and how to contribute to this important aspect of parliament's role. This project will also focus on learning about the work of the U.S Congress's Research Service (CRS) and its contribution to post-legislative scrutiny function of the U.S. Congress. Participants should also focus on what the U.S. oversight system looks like and how it works; how the U.S. Congress follows through on the full implementation of laws; and how to approach partisanship when conducting oversight.

Rule of Law: Combating Corruption and Mitigating Environmental Degradation – July 19

The point at which corruption and environmental crime overlap is in the movement of illicit goods along the supply and trade chain, from sourcing and transit to consumption. Many countries have changed their environmental protection laws in response to the major global climate change. The European Union (EU) legislated that economic investment, trade, and other actions must also comply with EU environmental legislation. Despite growing international action on environmental issues, the link between corruption and environmental crime is not getting the attention it deserves in Kosovo. Lack of sensitivity and awareness in Kosovo on the long-term impact of the environmental harm in people's has led to minimal, if not non-existent, investigation, prosecution, and adjudication of environmental crimes. This program is aimed at building the relevant expertise of the justice system to identify environmental elements when investigating corruption crimes. The Kosovo Supreme Court's Corruption Guidelines from June 2021 state unequivocally that negative environmental impact should be considered a significant aggravating factor, but much more work is required to put these guidelines into practice. The program is also aimed at raising awareness to ensure that environmental impact is taken into account prior to entering contractual agreements with foreign or domestic investments. Potential participants include a judge, prosecutor, civil society members, media, and government officials.

Improving the Relationship Between Media and Government – September 6

This program will focus on improving the image of the Kosovo Government and building Kosovan trust in governmental institutions. Currently, media in Kosovo see themselves as ignored by the Government since they consider that the Government is not hosting frequent press conferences and do not see public officials participating frequently in public debates. Consequently, media tend to focus on negative news reporting on Government's work, with the understanding that negative media coverage has more potential to affect political attitudes. Two-way communication between

government and media is essential, and information must flow in a timely manner to the public. Currently, the Government does not have sufficient communication with media or citizens, thus creating space for misinformation in institutions. Participants will primarily focus on the government-media relationship and how media and government can work together to build public trust in government institutions. Participants will be exposed to U.S. best practices of collaboration between media and government actors at national, state and local levels from the legislative and executive branch alike. The project will also discuss the roles and responsibilities of media organizations to deliver accurate, timely, and true information to the public about the government's work. This project is important because it will enhance Kosovans' access to accurate information about important international integration processes, including the Kosovo-Serbia Dialogue process, as communication plays an essential role in effective public relations.

Best Practices for Citizen Engagement – November 29

The program will focus on improving local public participation practices which, if functioning well, are a strong incentive for greater transparency and responsiveness of the municipal government as well as a powerful corruption deterrent. Municipalities oversee a vast array of essential services that directly affect people's daily lives including infrastructure, public transportation, health care, and many others. Therefore, municipal administration is often the first line of contact between government and Kosovo citizens and at this level the citizens can have the most noticeable effect on policy. Moreover, the way in which the municipal government communicates with their community and the quality of the municipal services largely determine citizens' perception of and trust in their government writ large. This program will help participants understand how public participation practices in the United States bring value to public officials and citizens and contribute to better local governance. While engaging citizens overall will be the main area of interest, a large part of the project will be dedicated to how local government in the US engages young people in decision-making processes.

Economic Development of Small and Medium Sized Municipalities – November 29

This program will focus on sustainable economic growth, integration of underserved communities and by equipping citizens with the skills needed for a modern economy, and resilient democracy that attracts investment and reduces "brain drain." Participants will focus on local economic development issues related to working with the state/central level authorities and business communities in attracting investors on the local level, such as how to use business to support community-based initiatives, and how to establish/strengthen inter-municipal cooperation with their American counterparts. The objective is to include local government and non-government organizations representatives from small to medium sized municipalities in Gjilan/Gnjilan region, which is composed of both Kosovo-Albanian and Kosovo-Serb run municipalities. These are mostly rural municipalities with incomes depending on agriculture, farming, tourism, and service-based business. Save from Gjilan/Gnjilane municipality, which is considered one of the large municipalities in Kosovo, and to a certain extent Kamenice/a, other municipalities in this region are too small to engage individually on larger infrastructure projects or attract significant investments.

Kyrgyzstan

Human and Civil Rights - February 1

This program supports advancing human rights, equality, and dignity for all people. It explores the fundamental principles of American democracy to expand equal opportunities in a politically, economically, and socially evolving society. Participants will examine the U.S. history of human and civil rights protections with emphasis on particularly vulnerable groups, including children, women, indigenous groups, immigrants, ethnic and religious minorities, and others. Meetings will illustrate

government and NGO advocacy efforts that influence policy decisions and human rights protections at the international, federal, state, and local levels. Think tank experts and academics will discuss contemporary human rights issues related to transitioning governments and societies.

Members of Parliament: Transparency and Accountability in Government – February 28

This program will examine how transparency and accountability in government ensure public trust in the integrity and fairness of elected officials, public servants, and the institutions of government. In addition to highlighting mechanisms for transparency in government in the United States, the project addresses the roles of civil society and the media as watchdogs and catalysts for the creation and maintenance of transparent and accountable government. The program will incorporate case studies that illustrate whistle blower protections and current and ongoing transparency investigations.

Rule of Law: U.S. Judicial System – May 10

This program examines the U.S. commitment to the promotion of transparency, ethics, and judicial independence in a democracy. Meetings and site visits will highlight the judiciary's role in preserving democratic practices such as due process, trial by jury, the right to representation and a fair trial, the role of the public defender, the appeals process, judicial appointments/elections, and governmental accountability. Participants will learn about federal and state judicial systems under the U.S. model of federalism. In examining the workings of an independent judiciary in criminal and civil proceedings, the participants will observe trials and court procedures and assess new technologies in court administration.

U.S. Agricultural Trade: From Food Security to E-Commerce Imports – October 4

This program examines U.S. policies on international agricultural trade, food security, and food imports on macro- and micro-scales. Participants will explore how U.S. farmers and ranchers meet the complex economic and environmental challenges of providing affordable, high quality, and safe food products for both domestic consumption and international export. Through meetings with the Food and Drug Administration and the United States Department of Agriculture, participants will also learn about the regulatory framework governing importing food products from other countries. The program addresses the political, social, environmental, and economic forces that influence U.S. agricultural trade policies and discuss how federal, regional, and local programs for agricultural research, inspection, trade promotion, and resource conservation help ensure agricultural competitiveness and food safety in the global marketplace.

Parliamentary Staffers: Smart Politics - Applying 21st Century Data Analysis to Public Policy – October 25

This program will introduce parliamentary staffers to data tools from many sources including open source, geospatial, and in-situ information, and introduces methods for policy makers to achieve quantifiable objectives. The project addresses how to recognize “good data” from “bad” and why data-driven decision making matters. Participants will meet practitioners in the field who create and curate data; and they will discuss best practices for interpreting and representing that data for policy makers, NGOs, civil society organizations, service providers, and public and private sector stakeholders. Participants will also explore how data is collected, processed, and analyzed and the basic ethical standards behind data collection and use. The project offers a glimpse at ensuring data integrity through cybersecurity and good data collection and maintenance practices, designed to protect misuse and manipulation of information. In addition, participants will examine how decision makers apply data to policy creation at local, regional, national, and international levels. Participants will see how data-driven policy has an impact on the ground through practical examples, such as land management, resource allocation, banking/economics, and short- and long-term planning. This project

also addresses the importance of supporting open data, as well as the sensitivities of crowdsourcing and best practices for professional curation and oversight of such information.

Community-Building and Economic Empowerment – November 29

This program will focus on connecting participants with local government officials, community organizations, and businesses to discuss community building and economic empowerment. The program would aim to equip participants with the skills and knowledge to connect Kyrgyz businesses and community organizations with counterpart organizations in the United States. Building on efforts to foster connections among various Kyrgyz diasporas, the program would also provide participants with an overview of the history of diaspora communities in the United States, including the social, political, economic, and cultural forces that shape modern diaspora movements. Participants would meet with local non-profit, private, and government entities that cater to diaspora communities and help maintain connections between those in the United States and those in home communities. Special attention will be paid to youth programs and businesses or initiatives that generate economic ties between the United States and the Kyrgyz Republic.

Moldova

Medical University Partnerships – January 18

One of the priorities of the bilateral partnership between the state of North Carolina and the Republic of Moldova is exchange of experience and expertise in the medical field. In June 2022, U.S. Ambassador Logsdon met with Medical University Rector, Emil Ceban and emphasized the university's strong partnerships with American institutions, and the importance of continuing this bilateral exchange for both Moldovan students and university professors in order to exchange best practices. An area of particular interest is the use of technology based therapeutic tools in health services provided to those in need. Priority will be given to hosting organizations in North Carolina.

Corporate Social Responsibility (CSR) – February 1

The concept that businesses and organizations need to be responsible to society for their direct and indirect impacts on people and the environment has been a theme that has become a priority for both international businesses operating in Moldova as well as local companies. As CSR continues to be a growing practice, local Moldovan companies, especially in the service industry (hotels, restaurants, cell phone and internet services etc.), seem to lack the necessary expertise in order to approach this philanthropic work with the maximum efficiency. An exchange of experience in this field for business leaders, local entrepreneurs and young professionals will give them the opportunity to get familiar with the best practices, create partnerships and synergize their initiatives with American ones in order to ensure the sustainability, and learn from experienced US partners in this field.

Local Public Administration (LPA) and Civil Society for Economic Development – February 22

Moldova remains plagued by political instability and corruption, and emigration is an existential threat. The COVID-19 pandemic, the energy crisis, the war in Ukraine, and the subsequent refugee influx has significantly impacted the country's economic development at the local level. These factors hamper Moldova's efforts to become self-sufficient and make strategic transitions. To achieve agreement on development agendas, Moldova's government, private sector, civil society, and people should strengthen their collaborations. Mayors and LPA decision makers have an important role in supporting and developing the entrepreneurship ecosystem by 1) engaging startup businesses as problem-solvers; 2) building inclusive economic development, and 3) innovating municipal financing to create opportunities for growing businesses. Specialists in economic reforms and investment at the LPA level are the ones who best understand the economic data and metrics at the local level, which is indispensable in developing innovative policies to improve economic outcomes. The local actors also

have an important role in helping social and promoting local entrepreneurship, which beyond the capital city of Chisinau, is about 4 entrepreneurs per 1000 residents. LPAs can help entrepreneurs by raising awareness about social problems through data collecting, helping to obtain financial resources, creating programs to promote entrepreneurship locally, and offering assistance and expertise in implementing social programs. Due to the North Carolina-Moldova Bilateral Partnership, priority will be given to hosting organizations in North Carolina.

Rural Women's Entrepreneurship – March 8

This program aims to empower rural women as a precondition for achieving healthier, more sustainable, and more equitable local communities for all. In 2008, the United Nations started to celebrate the critical role and contribution of rural women. The “Profile of Women from Rural Areas” highlighted women, in particular women from rural areas, as being the most affected by social and economic problems in the country. The effects on society of a recognized vulnerable group may be major when it constitutes a significant share of the total population and in the Republic of Moldova, rural women constitute nearly 30% of the total population of the country and 51% of the resident population in rural areas. This program will help participants to develop their leadership, entrepreneurial, and creative skills through capacity building and sharing best practices to overcome discrimination in rural areas. Participants will develop their entrepreneurial mindset and culture of making social change at the local communities. Entrepreneurial and interconnected rural women communities can create impact and shift mindsets with regard to gender roles, leadership, creativity, innovation and entrepreneurship. Due to the North Carolina-Moldova Bilateral Partnership, priority will be given to hosting organizations in North Carolina.

Prosecutors – March 15

Moldova is currently going through many reforms in the justice system, with an emphasis on anti-corruption. This program will provide an overview of the U.S. Judicial system with a focus on the role of the prosecutors, sharing best practices and tools used by both federal and local prosecutors. Meetings should include the local U.S. Attorney's office, as well as local or regional prosecutors. If the community has an Indian Reservation, a meeting on the tribe's judicial system and prosecutor would also be of interest.

Gender Based Violence: Special Victims Unit – April 5

One of the current priorities in Moldova is combatting domestic violence. This program will provide representatives from the Ministry of Interior, the Prosecutor's Office for Combating Organized Crime and Special Cases, the General Inspectorate of Police, and the Supreme Court of Justice an opportunity to learn from the U.S. experience and policies on women and minorities rights regarding domestic violence and abuse prevention both domestically and in other circumstances. The Moldovan participants would benefit from learning from US experts how to provide investigative support, specialized training, and distributing resources toward the prevention, combating, and offering assistance to the victims or those at risk.

Agritourism – April 19

Tourism is interconnected with many other economic and social sectors, which means that sustainable tourism should be seen as a whole that encompasses all of them. Integrated tourism planning and development should occur at all levels, so that the regional, national, and international levels are all reflected in development policies. In addressing the shortcomings and problems of the tourism sector in Moldova, there is a need for concrete strategies for improving the competitiveness. Tourism can create value in local communities and change the country, starting bottom-up from rural areas with underdeveloped infrastructure, and enhancing the ability to capitalize on heritage tourism promoting local regional values, and its ability to ensure the welfare of the local population. This program will

explore disruptive solutions available to Moldovan agritourist agents to improve their skills in prompting sustainable tourism internally and internationally in order to accomplish local economic development goals. Due to the North Carolina-Moldova Bilateral Partnership, priority will be given to hosting organizations in North Carolina.

Financial Crimes Investigations – June 14

The exchange of experience in fighting financial crimes and emerging threats in this field will give the opportunity to representatives and investigators from Moldovan law enforcement, especially combating financial crimes units, to learn the best practices in preventing, investigating, preparing cases for trial and gaining expertise for their immediate professional benefit. This program will provide invaluable professional insight on both theoretical and practical resources from U.S. experts in this fast changing and evolving criminal environment.

Anti-Corruption – June 14

Moldova has embarked on an effort to fight corruption at all levels of government. The culture of corruption in bureaucratic institutions has long been entrenched. This program will share best practices from US government agencies at the federal, state and local level who deal with investigating and prosecuting corruptions. Participants will be from state agencies dedicated to

Parliamentary Staffers – August 2

COIL will host parliamentary staff from the Republic of Moldova and seeks to match the delegation with key counterparts in the U.S. Congress and state governments. The Moldovan delegates will engage in dialogue with Congressional staff whose member's committee membership placement reflects areas of current and potential cooperation between the United States and Moldova. The meetings will be intended to further augment global connections between international legislators with US policymakers in the interest of better understanding and facilitating closer cooperation on a variety of political, civic, and business leaders in the relevant state/district.

Members of Parliament – September 12

This program will introduce Members of Parliament to the U.S. legislative branch and allow them to learn about the workings of national and state level governments. They will also learn about constituent relations and how legislators serve their communities. Please see page 45 for a general description regarding Open World parliamentary programs.

Judicial Rule of Law – September 27 (TWO DELEGATIONS)

This program examines the U.S. commitment to the promotion of transparency, ethics, and judicial independence in a democracy. Meetings and site visits will highlight the judiciary's role in preserving democratic practices such as due process, trial by jury, the right to representation and a fair trial, the role of the public defender, the appeals process, judicial appointments/elections, and governmental accountability. Participants will learn about federal and state judicial systems under the U.S. model of federalism. In examining the workings of an independent judiciary in criminal and civil proceedings, the participants will observe trials and court procedures, meet with judges, prosecutors, public defenders, local law schools and other relevant agencies.

Border Security and Customs – October 4

As anticorruption efforts remain a focus for Moldova, this program will focus on anticorruption practices in the Customs Service and the General Inspectorate of Border Police. Border security has also become a renewed issue given the war in neighboring Ukraine and the influx of refugees and crimes that often take advantage of such unfortunate circumstances, such as smuggling and human trafficking. This program will also share experiences in working with border communities and local

government across the border. Ideally, this program will be hosted in a community along either on southern border with Mexico, or our northern border with Canada.

Mongolia

Prosecutors – March 15 (TWO DELEGATIONS)

COIL is happy to continue its partnership with the Mongolian Prosecutor General's Office. This program will provide an overview of the U.S. Judicial system with a focus on the role of the prosecutor, sharing best practices and tools used by both federal and local prosecutors. Meetings should include the local U.S. Attorney's office, as well as local or regional prosecutors. If the community has an Indian Reservation, a meeting on the tribe's judicial system and prosecutor would also be of interest.

Judicial Rule of Law – July 19 (TWO DELEGATIONS)

COIL is also happy to continue its partnership with the Mongolian Judicial General Council. This program examines the U.S. commitment to the promotion of transparency, ethics, and judicial independence in a democracy. Meetings and site visits will highlight the judiciary's role in preserving democratic practices such as due process, trial by jury, the right to representation and a fair trial, the role of the public defender, the appeals process, judicial appointments/elections, and governmental accountability. Participants will learn about federal and state judicial systems under the U.S. model of federalism. In examining the workings of an independent judiciary in criminal and civil proceedings, the participants will observe trials and court procedures, meet with judges, prosecutors, public defenders, local law schools and other relevant agencies.

Rule of Law: Court Administrative Staff – July 19

In addition to Judges, the partnership with the Mongolian Judicial General Council includes a program for court administrative staff. This program will work closely with the Clerk of Court in a local U.S. District Court to cover all administrative processes of running the operations of a court system. The program will also cover in general the U.S. judicial system.

Members of Parliament – October 17

This program will introduce Members of Parliament to the U.S. legislative branch and allow them to learn about the workings of national and state level governments. They will also learn about constituent relations and how legislators serve their communities. Please see page 45 for a general description regarding Open World parliamentary programs.

Parliamentary Staffers – October 25

COIL will host parliamentary staff from Mongolia and seeks to match the delegation with key counterparts in the U.S. Congress and state governments. The Mongolian delegates will engage in dialogue with Congressional staff whose member's committee membership placement reflects areas of current and potential cooperation between the United States and Mongolia. The meetings will be intended to further augment global connections between international legislators with US policymakers in the interest of better understanding and facilitating closer cooperation on a variety of political, civic, and business leaders in the relevant state/district.

Civil Society Organizations/NGO Management – November 29

Mongolian civil society organizations are going through a critical time to stay on track in protecting human rights and demanding accountability from the government. They also are trying to be more transparent and ensure they can secure funding for everyday operations. The delegation will 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 NGOs obtain local support to ensure sustainability and effectiveness. The program will also highlight examples of successful cooperation with private or government sectors to foster a new generation of NGO managers in Mongolia. Participants would be dynamic and promising managers who are responsible for running NGOs, representing the diverse regions of Mongolia.

North Macedonia

Civil Society Opinion Leaders – February 1

This program will focus on building leadership and networking skills for influential figures working at the intersection of civil society and government. Participants will comprise of managers, activists, and influencers who work in politics, governance, NGOs, community groups, and academia with a broad reach in forming civic attitudes. This program will showcase U.S. models of engaging populations to promote public dialogue and strengthened civil society, highlighting best practices in fostering alliances, strategic planning, advocacy, use of technology and social media, public outreach, and engaging volunteer networks.

Prosecutors – March 15

As North Macedonia looks to join the European Union, after having recently joined NATO, one of the areas of focus is on judicial reform. This program will provide an overview of the U.S. Judicial system with a focus on the role of the prosecutor, sharing best practices and tools used by both federal and local prosecutors. Meetings should include the local U.S. Attorney's office, as well as local or regional prosecutors. If the community has an Indian Reservation, a meeting on the tribe's judicial system and prosecutor would also be of interest.

Judicial Rule of Law – May 10

As North Macedonia looks to join the European Union, after having recently joined NATO, one of the areas of focus is on judicial reform. This program will examine the U.S. commitment to the promotion of transparency, ethics, and judicial independence in a democracy. Meetings and site visits will highlight the judiciary's role in preserving democratic practices such as due process, trial by jury, the right to representation and a fair trial, the role of the public defender, the appeals process, judicial appointments/elections, and governmental accountability. Participants will learn about federal and state judicial systems under the U.S. model of federalism. In examining the workings of an independent judiciary in criminal and civil proceedings, the participants will observe trials and court procedures, meet with judges, prosecutors, public defenders, local law schools and other relevant agencies.

Journalism: Young Journalists, Investigative, and Rule of Law Focus – September 6

Independent reporting is critical to the maintenance of public information and trust within a healthy civil society. As hostility towards journalism and distrust in media rises across the globe, COIL is pleased to sponsor a group of young investigative journalists focused on playing the critical role of the fourth estate in civic life. This program will focus on young investigative journalists who are covering rule of law stories. North Macedonia has a tradition of free, independent journalism with broad latitude in reporting on the affairs of state, and further discussions with United States experts in publication, reporting, and communications would develop useful connections and experiences for all participants.

Local Governance – November 29

All countries rely upon effective communication between public and private bodies in order to effectively implement change. US local government leaders, due to the federal system, frequently cooperate with federal, state, and private partners on projects. North Macedonian delegates coming to the United States will be Mayors and senior staff on the community level, and will explore the U.S. model of local governance to share best practices. Delegates will also meet with community leaders and local public servants to review and exchange best practices in working with limited resources, disparate partners, encouraging civic engagement within the constituent communities, and other challenges that are uniquely present in the effective management of local government bodies.

Poland

Management of Healthcare Institutions – January 18

In Poland, a nurse has more duties and responsibilities than a nurse in NYC, yet is paid considerably less, even taking into account the currency conversion and the value of the zloty and dollar in their respective countries. This Open World program will provide Polish hospital administrators and nursing staff the opportunity to meet with their American counterparts and see how the United States medical system works, both federally and locally. They will visit healthcare facilities to see how they work day-to-day. For example, what kind of operations certain hospitals perform in-house and what do they need or choose to outsource. They will learn how and from where hospitals receive funding, and what they do if there is a lack of funds. Along with how hospitals work with insurance companies, and how to ensure a patient is insured and can pay; what kind of government programs exist to support patients on the federal, state, and local levels. They will discuss how payment to hospital staff is determined and what kind of qualifications are required to fulfill certain roles and positions.

Social Inclusion: People with Disabilities – February 1

The Polish people are dedicated to improving the lives of those with disabilities, but currently lack some of the infrastructure and programs available in the United States to do so. This Open World program focuses on advocacy for people with disabilities and will demonstrate how a full and vital life can and should be lived by those with disabilities. 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 disabilities. 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 disabilities in response to those advocating for such rights.

Women Political, Civic, and Business Leaders in Local Communities – March 8

Poland is ranked as the best country in the EU for female entrepreneurs. However, an opportunity to share ideas can certainly be beneficial for both nations. This Open World program will focus on women leaders in business, politics and civil society and illustrate the impact of women run/owned businesses and organizations on the U.S. economy.

Combatting Domestic Violence and Sexual Assault – April 5

Although Poland ranks as one of the better countries in Europe for domestic violence statistically, the reality of the story, like in many other places, is hidden due to many social factors. Domestic violence continues to be a problem in Poland with high rates of people indicating abuse and very few willing to prosecute offenders. This issue is not limited to rural areas of typically economically less successful voivodeships near the Russian border where jobs have been more difficult to come by adding more stress to the family unit, but is only further worsened by COVID-19 and inflation throughout the entire country. This Open World program would take delegates to the United States to understand what a victim can look like, how they are cared for, and how criminal proceedings against perpetrators of

violence are conducted. Emphasis would be placed on the importance of formal prosecution to achieve justice, changing societal thinking on domestic violence as a “family matter,” and deterring future acts of domestic violence in communities, including programs to curb alcoholism.

Green Energy & Energy Security/Transition – April 19

While Poland committed in 2020 to meet EU climate and energy policies and adopted a national target to increase the use of alternate energy to at least 27% by 2030, in general, adoption of green practices in the business sector and environmental education and consciousness among the public remains relatively low. The Russo-Ukrainian war has brought about inflation and cut Poland off from Russian natural gas, likely making reaching these goals more difficult, but could mean there is a chance to replace it with green energy to better ensure their national energy security. This program seeks candidates from government, civil society, and the private sector who are interested in developing strategies for environmental campaigns such as promoting energy efficiency, fighting against pollution and littering, promotion of recycling, and natural resource conservation. The program would provide models for public-private collaboration in the plan and design of environmental goals and targets; marketing and media strategies; funding and budget management; and other elements that contribute to formulating successful environmental campaigns.

Cybersecurity – July 12

While full blown traditional warfare ensues in Ukraine, cyber warfare is still among the most necessary elements for maintaining the edge in battle today. The conflict against Russia requires a highly skilled, computer-literate pool of talent to fight effectively. The war in 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 along the same lines of the NATO Cyber Defence Center. 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.

Academia and Business – July 26

This program will demonstrate how U.S. Universities collaborate with the business community to spur innovation and conduct research. The program will explore what kind of relationships exist, how these programs are initiated and funded, to include both public and private universities, as well as technical colleges. The focus would be on the process of how, from the point of view of higher education, to build partnerships with businesses to be effective for both parties. What should education do to encourage companies to invest in programs, and/or sponsor internships, stipends, research projects and provide resources to ideas so as to not lose people’s potential.

Combatting Disinformation – September 6

The trivialization of media content is a direct negation of the concept of an “informed citizen.” The impact of disinformation/false information has been significant in Poland during this time of hostilities in Ukraine, with some in Polish leadership believing this not to be the case. Poland 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. Polish 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 misinformation 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.

Rule of Law – September 27

This program examines the U.S. commitment to the promotion of transparency, ethics, and judicial independence in a democracy. Meetings and site visits will highlight the judiciary's role in preserving democratic practices such as due process, trial by jury, the right to representation and a fair trial, the role of the public defender, the appeals process, judicial appointments/elections, and governmental accountability. Participants will learn about federal and state judicial systems under the U.S. model of federalism. In examining the workings of an independent judiciary in criminal and civil proceedings, the participants will observe trials and court procedures, meet with judges, prosecutors, public defenders, local law schools and other relevant agencies.

NGO Development: Civil Society Development and Civic Engagement Including Urban and Rural NGOs – October 11

In both rural and urban areas, Poland's robust and independent NGO sector is now maturing to the point where skills in advocacy, sustainability, management, professionalism and goal-setting are needed. This Open World program will emphasize leadership skills and responsibilities including how best to utilize volunteers. There is much to learn from the vibrant public and private initiatives that can be found in communities across the United States as efforts are made to improve the standard of living and conditions for all citizens.

Social/Civic Engagement for Seniors – October 11

Although the past few years have seen improved funding and social activities for "75+ Care," many other seniors still need opportunities to be more active and involved in the community. 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.

Parliamentary Staffers – December 6

COIL will host parliamentary staff from the Republic of Poland and seeks to match the delegation with key counterparts in the U.S. Congress and state governments. The Polish delegates will engage in dialogue with Congressional staff whose member's committee membership placement reflects areas of current and potential cooperation between the United States and Poland. The meetings will be intended to further augment global connections between international legislators with US policymakers in the interest of better understanding and facilitating closer cooperation on a variety of political, civic, and business leaders in the relevant state/district.

Romania

Human Trafficking – March 22 (TWO DELEGATIONS)

Romania is a source, transit, and destination country for men, women, and children subjected to forced labor and sex trafficking, and human trafficking remains an acute problem in the country. Due to the conflict in Ukraine, many more have become victims of human trafficking. Romania has declared its adherence to international standards for combatting human trafficking and these delegations will assist it as it better develops its ability to prevent such actions. This delegation will focus on anti-trafficking in women along with the broader issues involving sex and labor trafficking.

Hospital Management/Nursing: Teaching & Practice – May 3 (TWO DELEGATIONS)

There are a relatively low number of nurses in Romania in comparison to the country's European counterparts. Although healthcare statistics are improving, they still rank towards the bottom in the European Union. This Open World program will focus on best practices in nursing care and in health

care administration in general, particularly for rural or underserved communities. The program will also cover how nursing is taught and explore the various types and levels of nurses and standards in the U.S. system. Members of the medical community will observe both large-scale hospital operations and community programs where nurses play a vital role in patient care.

School Management Tools: Pre-School & Kindergarten Principals – July 26

Although Romania has long since moved past the Soviet education method, adopting a more French style, they still have wide gaps in education access. The quality of education and availability varies greatly from city to rural areas. This Open World program will allow Romanian pre-school & kindergarten principals to connect with their American counterparts to start addressing the systemic issues Romania faces. By experiencing and interacting directly with school systems, these Romanian principals will return to their country better prepared to implement changes, particularly for rural or underserved communities.

School Management Tools: High School Principals – July 26

Although Romania has long since moved past the Soviet education method, adopting a more French style, they still have wide gaps in education access. The quality of education and availability varies greatly from city to rural areas. This Open World program will allow Romanian high school principals to connect with their American counterparts to start addressing the systemic issues Romania faces. By experiencing and interacting directly with school systems, these Romanian principals will return to their country better prepared to implement changes, particularly for rural or underserved communities.

Public Libraries as Community Hubs – July 26 (TWO DELEGATIONS)

This program will cover the role and functions of libraries and information specialists in the United States, examining the wide variety of U.S. libraries, exploring the latest information technology applied by libraries, including online and digital services, and studying policy-making for programs and activities in American libraries. The program will also focus on the role of community libraries as community hubs.

Members of Parliament – September 12

This program will introduce Members of Parliament to the U.S. legislative branch and allow them to learn about the workings of national and state level governments. They will also learn about constituent relations and how legislators serve their communities. Please see page 45 for a general description regarding Open World parliamentary programs.

Civic Engagement and Voting: Local Government – October 11

The aim of this program is to strengthen the relationship between local government leaders and the election process in Romania. In order to improve the legitimacy of elections along with voter turnout, this Open World program will provide members of Romanian local government leaders the opportunity to interact with their American counterparts. In Romania, there is a great need for the citizenry to increase the demand for implementation of measures to increase voter awareness and public dialogue to enhance citizens' involvement in policymaking and policy implementation at all levels.

Civic Engagement and Voting: NGOs – October 11

The aim of this program is to strengthen the relationship between NGO's and the election process in Romania. In order to improve the legitimacy of elections along with voter turnout, this Open World program will provide members of Romanian NGO's the opportunity to interact with their American counterparts. In Romania, there is a great need for the citizenry to increase the demand for

implementation of measures to increase voter awareness and public dialogue and to enhance citizens' involvement in policymaking and policy implementation at all levels.

Parliamentary Staffers – December 6

COIL will host parliamentary staff from Romania and seeks to match the delegation with key counterparts in the U.S. Congress and state governments. The Romanian delegates will engage in dialogue with Congressional staff whose member's committee membership placement reflects areas of current and potential cooperation between the United States and Romania. The meetings will be intended to further augment global connections between international legislators with US policymakers in the interest of better understanding and facilitating closer cooperation on a variety of political, civic, and business leaders in the relevant state/district.

Serbia

Members of Parliament – January 24

Following the 2022 legislative elections, there will be a number of new faces in the Serbian Parliament. This program would provide an opportunity for 5-6 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. A specific theme for the trip could be: “accountable governance, and to introduction to the U.S. political and election system”, with a sub-theme “the role of the legislature in oversight of the government, esp. in combating corruption.” U.S. Embassy Belgrade has run this type of program successfully on multiple occasions, always to rave reviews by participants. Parliamentarians appreciated 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 representative 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.

Rule of Law: Conducting Civil and Criminal Trials Using Virtual Platforms – March 15

Serbia presently conducts civil and criminal trials in-person, often by scheduling trial days or parts of trial days with gaps of days, months, and sometimes longer periods. This scheduling is aggravated by frequent requests for continuances, typically filed at the last minute or at the appearance, which inconveniences the court, parties, and witnesses. In addition, though the pandemic has mostly lifted in Serbia, there is always the possibility it may return. Since some courts in the United States adapted their civil trial calendars to a full virtual format, the efficiencies they learned and skills they obtained can be observed and copied by Serbian practitioners. Rather than delay trials or hearings because of health or concerns about health, the judiciary in Serbia can benefit and become more efficient by emulating best practices for conducting virtual trials and hearings. This program will take the participants through the processes used in U.S. and State courts for implementing civil trials and hearings in criminal cases that are or can be conducted using virtual technology. These procedures include civil jury trials, where jurors stay at home and attend trial through a computer. The presentation of these procedures to the appropriate group from the Serbian Judiciary would permit them to return and implement similar procedures in Serbia. The program could save huge resources in time and money, especially for witnesses. The group to attend this program should include not only judges but also management so legal and technical issues can be addressed. Participants will include judges, court managers, prosecutors, key staff, members of the Judicial Academy, NGOs, representatives of the Ministry of Justice, Defense Attorneys, and other relevant governmental officials.

Community Engagement and Risk Communication in the Public Health Sector – May 3 (TWO DELEGATIONS)

This Open World exchange program will further support the healthcare sector's assistance in Serbia by increasing capacities to respond to future pandemics. This program will exchange experience, knowledge, and best practices with Serbian public health officials and professionals in addressing challenges related to lack of trust and confidence in vaccination, including use of research and data in planning of public information campaigns, combating disinformation and misinformation, adjusting service delivery to the needs of communities, medical response preparedness, ongoing training for medical and administrative personnel, and strategies for working with international partners during a pandemic. The program will also help further improve U.S. cooperation with the healthcare sector stakeholders in Serbia. Participants will include two groups with five delegates in each group from the National Public Health Institute Batut and its 23 local institutes throughout Serbia.

Economic Development through Preservation and Presentation of Cultural Heritage – June 14

The goal of this Open World program is to 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 all ages, both domestic and international, to promote an area's economic development, and provide an enriching educational experience. Serbia's rich cultural heritage of rich and vibrant musical and other artistic traditions can be a strategic tool that the country has not fully capitalized on. 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. Busloads of Serbian students come on school excursions to historic sites each spring. Serbian partners have already recognized its world-class Roman ruins and other historical sites to be of great value in terms of promoting cultural heritage tourism and generating revenue. However, more can be done to increase the number of visitors, and thereby promote local economic growth, as well as improve the educational experience. Target Participants will include Government officials from the Ministry of Culture and Information, the National Tourism Organization of Serbia, representatives of the Serbian cultural institutions, administrators and organizers of cultural festivals, and educators.

Members of Parliament: Women in Politics – September 12

This program would provide an opportunity for women in politics – Members of Parliament or higher ranking officials of parliamentary political parties - to travel to the United States to learn about women/gender equality in politics, women's participation in politics and national and state-level governance. Members of political parties highly value the opportunity to better understand the American political system, its institutions, and the role of different actors in policymaking. This topic falls in line with the 2021 Summit for Democracy's commitment to advance gender equity and equality for representative societies.

U.S. STEM and Disability Education in the 21st Century: Trying to Create Engaged Learners, Problem-Solvers, Innovators, and Good Citizens – October 11 (TWO DELEGATIONS)

These two Open World programs aim at sharing best practices in different fields of K-12 education in the U.S. with the aim of strengthening civics education in Serbia and promoting critical-thinking, problem solving, and innovation among Serbian students. We also want to expose Serbian participants to American approaches to other topics, e.g., the inclusion of children with disabilities; use of technology inside and outside the classroom; and extracurricular activities. This Open World program would link the educational goals of Serbia and the United States and advance our goals for Serbia. As we live in an era of constant scientific discovery and technological change, which directly affects our lives and requires our input as citizens, we should recognize that our economies increasingly depend on these revolutionary new advances. Serbia needs to prepare its youth, especially girls, for new jobs

that will be created in STEM fields. Fostering the development of STEM skills and competencies for college, career, and will assist in combatting the constant brain drain in Serbia.

Tajikistan

Youth Development – February 1

Tajikistan has the most rapidly developing population of any former Soviet country. Its population is expected to reach 10 million this year, and within that a “youth bulge” is creating strain on schools and resources. Tajikistan’s fragile economy offers limited prospects for employment. The economic downturn and diminishing employment opportunities leaves the potential for young people to be restless and alienated. Embassy Dushanbe works with youth populations across its educational, cultural, economic, and counter extremism programs and has cultivated a number of promising leaders in the field of youth development. This program would equip these mentors and leaders to address the challenges of a burgeoning youth population by exposing them to strategies that engage youth and educate them in English and U.S. values, giving them first-hand experience of the U.S. culture and values that inform the programs they run in Tajikistan, and connecting them with U.S. community and policy leaders who are experienced in working with youth in challenging environments.

Information & Communications Technology (ICT) in Business and Security – February 1

Tajikistan’s ICT sector is in need of a boost in ideas, technology, and business exchange. This program will establish new opportunities for collaboration between U.S. stakeholders and Tajik ICT professionals, helping to build a stronger network of professionals who adhere to high international and U.S. standards in ICT and business. The program will also illustrate the importance of information and communication technologies to U.S. economic and national security, highlighting how laws and policies on information and communication technologies are made and why they require constant updates to keep up with technological evolution. Participants will explore initiatives aimed at increasing IT security coordination between governmental agencies, the private sector, and academia. They will examine the roles and best practices of each sector in preventing and recovering from cyber-attacks, educating the public in ICT, and ensuring that civil liberties are not jeopardized.

Social Media Influencers and Civic Engagement – July 26

Social media influencers are among the most trusted sources of information for young Tajiks – more than traditional media or news sources. This presents an opportunity for influencers to directly communicate facts to their broad audiences and promote actions that strengthen society. It also presents an opportunity to do tremendous damage if they use their platforms irresponsibly. Embassy Dushanbe has partnered with influencers to produce positive, fact-based content that reached millions of Tajiks and made a measurable, significant impact on public sentiment toward the United States. Recent content co-produced with social media influencers performed 50 times higher than comparable embassy-produced content. Embassy Dushanbe proposes a program focused on social media influencers and civic engagement. Topics would cover how influencers balance commercial interests with promotion of social good; collaborate between influencers and advocacy organizations; brand themselves as socially conscious spokespeople; and deliver news in formats that engage youth. As a result of the program, Embassy Dushanbe will deepen its relationships with leading communicators who have daily access to hundreds of thousands of followers. Following the program, the influencers will have increased stature, capacity, and skills to reach audiences with messages that relay our shared values.

Inclusive Education – July 26

The Government of Tajikistan provides virtually no support for inclusive education or creating functional classroom environments for children with disabilities. Many USG program alumni propose

small grant projects in this area, but their scope and impact are usually limited to specific regions or specific groups of children. This project is designed for those who are interested in creating supporting classrooms for children with disabilities as well as developing infrastructure improvements for those students. Many of these can be implemented even in the low-resource environment of Tajikistan. Through this program, participants will exchange ideas and learn about contemporary best practices in the field of inclusive education, discuss with U.S. organizations the challenges disabled and autistic children face in Tajikistan, and increase their expertise in information and community-based inclusive education public-private partnerships.

Women in Tech: Educators– November 29

Technology professions are considered among the most prestigious in Tajikistan, and the demand for technical specialists is growing rapidly. However, men are significantly overrepresented in IT jobs, and cultural beliefs and stereotypes about girls poses significant challenges to equity for women in the field. Embassy Dushanbe actively supports efforts to overcome stereotypes that prevent young women from entering a career in IT, including an alumni-led iCode program for girls. Individual Tajik entrepreneurs have launched technology training centers and academies. This program would build on the efforts of these outstanding mentors by exposing them to educational technology in the United States, online platforms, open online course, and coworking spaces. Participants will explore how technology promotes educational opportunities for disadvantaged students, youth, and rural populations and how policy makers, the private sector, IT academies, and IT experts evaluate, fund, and support technological innovation. This group also could meet web-developers, programmers, IT Hubs and other innovators in the field to look at how this growth could be pursued in Tajikistan.

Ecotourism – November 29

Tajikistan has a visually spectacular landscape, with 90 percent of its land covered by mountains. Despite its potential, the tourism industry here is nascent. Having the group visit tour outfitters, guide companies, and eco-lodges in the United States could help them learn about how to develop their industry, how to advertise to adventure tourists, and how to develop this industry in a way that is environmentally responsible and protects this country's fragile natural resources, particularly its water resources. This program will underscore the connection between responsible tourism and local economic development by looking at infrastructure and economic considerations necessary to support viable tourism, fostering discussion on sustainable and responsible tourism, and examining strategies and incentives used to promote tourism nationally and regionally. Participants will also discuss how to maintain connections with international organizations and global travel companies to raise awareness of Tajikistan as a tourist destination and increase numbers of foreign travelers. Themes should include cultural and family tourism, adventure and eco-tourism, and ways entrepreneurs and small businesses can successfully engage in the tourism industry.

Turkmenistan

Young Diplomats and Governmental Management – February 1

Delegation will mostly consist of MFA employees. The Embassy has noticed that there are many young specialists being assigned to key diplomatic and government management roles, who are open to new ideas. Given this, we would like to use the opportunity to introduce the current and future decision makers to American standards of effective and efficient government management as well as diplomacy that can withstand and help resolve issues of the contemporary political climate around the world.

Digitization and Cybersecurity – July 12

The delegation will consist of specialists from various ministries. Digitization is a high priority for the government of Turkmenistan and our Embassy is in support of all efforts, as improvement in this sphere will make Turkmenistan more attractive for foreign investment. Turkmenistan is currently pursuing WTO membership and this program is one of the many tools we would like to supply the government with.

Program for Young Journalists – July 26

Delegation will consist of up-and-coming journalists. We would like to introduce them to western & up-to-date standards of journalism with an emphasis on digital journalism, storytelling with data and disinformation.

Program for Established Journalists – September 6

Delegation will consist of experienced journalists, who we would like to gain further professional growth. Goal of this program for our Post is to provide these journalists the skills to identify and contend disinformation, learn about ethical and investigative journalism, as well as the standards of data-driven reporting and analysis.

Ukraine

Members of Parliament – February 7

This program will introduce Members of Parliament to the U.S. legislative branch and allow them to learn about the workings of national and state level governments. They will also learn about constituent relations and how legislators serve their communities. Please see page 45 for a general description regarding Open World parliamentary programs.

Management of Think Tanks and Analytical Centers – February 22 (TWO DELEGATIONS)

The work of think tanks in Ukraine is now at great risk and Ukrainian democracy is under direct threat. Independent think tanks and institutes in Ukraine are in danger with their leadership in shelters or fighting Russian forces. Having professional analyses is essential to save lives, further Ukrainian statehood and foster democratic institutions. The Open World program in this theme will provide this delegation with information of all aspects of the work of think tanks from their management to their product.

Rebuilding Financial Industry Infrastructure – February 22

According to a recent RAND report, mobilizing large scale and private investment to rebuild Ukraine is among the most urgent tasks. Ukraine will need to implement deep financial sector reforms to attract the most international reconstruction financing. In a country where corruption and opaque governance have been rampant, reconstruction success may depend more on reform than foreign aid. It is expected that impressive war-time patriotism will lead to greater impatience with corruption and reform of the finance sector. This Open World program will aim to provide participants with the tools to do so.

Economic Change & Deindustrialization – February 22

Ukraine's heroic defense of its sovereignty against a full-scale Russian invasion in February 2022 has inspired the world. But the costs are steep—thousands of Ukrainians have died and Kyiv runs an estimated \$5-7 billion monthly deficit to defend the country. According to the World Bank, Ukraine's economy may contract by 45 percent in 2022; President Zelensky has said economic losses from Russia's war are at least \$600 billion. Kyiv will need substantial financial assistance to sustain its defenses, stabilize its economy, and eventually rebuild the country. The impact of the war will be felt

for decades, and this Open World program is focused on working with our Ukrainian colleagues to understand these changes and to plan for a prosperous Ukraine.

Management of Healthcare Institutions – February 22 (TWO DELEGATIONS)

In the context of the war initiated in Ukraine in 2014 and greatly expanded in 2022, the world is responding to the most urgent health care needs of the population and health care professionals of Ukraine. The unprecedented number of attacks on health since 24 February 2022 have also motivated the Government to initiate planning for post-war recovery. COIL is working with Ukraine's Ministry of Health to devise a common vision with common standards to ensure that recovery investments lead to a modernized Ukrainian health system with modern treatment facilities.

Rural NGO Management – March 8 (TWO DELEGATIONS)

As fighting rages in Ukraine's cities and towns, humanitarian agencies and local NGOs are working to provide life-saving assistance and continue their work developing civil society organizations. Children are a particular vulnerable population in need of assistance throughout this conflict as are members of the LGBTQI population. The disruption caused by the war has interfered with great progress made in this sector, and management and organizational skills are critical at this time.

Improvement of Emergency Department/Services – March 8

During this time of horrific war being waged against Ukraine, studying the principles of emergency department operation, department interaction with emergency care facilities, and the development of patient protocols in healthcare institutions is urgently needed, as well as the development of such departments teamwork.

Medical Transfusion Services – March 8

The hospital segment of the blood system services in Ukraine is undergoing necessary reforms allowing for the improvement of the provision of transfusion care based on best practices, which includes: setting up hospital blood banks and laboratory services that provide transfusions support; blood supply management; and, proper use of blood and its components; introduction of modern computer information systems; and, introduction of hematological surveillance. A separate task of the reform is to organize work under the conditions of insufficient blood supplies, disasters and emergencies.

Transplantology Improvement – March 8

In this theme, our Ukrainian colleagues will look at the improvement of an automated comparison system of donor-recipient matches. Procedures to be reviewed include: algorithms and procedures for specialists from receiving a report of declared brain death to dispatching the anatomical materials will be explored. Also to be explored are the protocols for marking and transporting the anatomical materials. The hospital where the recipient is located: algorithms and procedures from obtaining anatomical material to discharging the recipient. Also to be reviewed are procedures for examination and provision of medical care to the recipient while on a waiting list. Ensuring compliance with the principles of transparency and impartiality in following the "rules of transplantation." The principles of and setting up the laboratory support of transplant processes will also be covered in this program.

Advancements in Prosthetics – March 8

Leading Ukrainian medical experts working on developing prosthetic limbs for amputees say there has been a dramatic surge in demand for artificial arms and legs since Russia invaded Ukraine. According to a leader in this field "with good prosthetics people can come back to life again." There is currently no official figure for how many people in Ukraine have undergone surgery to remove limbs because of injuries sustained from the war but estimates are that more than 500 people have had limbs amputated

since the end of February 2022 (and before) with the majority of those cases being soldiers and around a fifth being civilians. While the number of patients in Ukraine needing artificial limbs has increased, the domestic supply of components to make prosthetic arms and legs has reduced. An Open World program looking at the production and use of prosthetics (and the effective use of donor resources) can help Ukraine make great strides in those injured returning to regular activities.

Prevention/Recovery from Trafficking and Sexual Exploitation – March 22 (TWO DELEGATIONS)

As millions flee from the conflict in Ukraine, aid agencies are raising the alarm about the risks of sexual exploitation and trafficking in persons. The Assistant High Commissioner for Protection with UNHCR, the UN Refugee Agency, recently noted that “while the generosity and solidarity towards Ukrainian refugees has been inspiring, states must prevent predatory individuals and criminal networks from exploiting the situation.” More information and services for particularly vulnerable women and children, survivors of gender-based violence and other vulnerable refugees, are in great demand, and an Open World program exploring these issues could be very beneficial in limiting human suffering during this time of crisis.

Combating Commercial and Sexual Exploitation of Children – March 22

Children fleeing war in Ukraine are at heightened risk of human trafficking and exploitation. Traffickers often seek to exploit the chaos of largescale population movements, and with millions of children fleeing Ukraine since 24 February, and countless others displaced by violence inside the country, the threat facing children is real and growing. According to a recent analysis conducted by UNICEF and the Inter-Agency Coordination Group against Trafficking (ICAT), 28 per cent of identified victims of trafficking globally are children. In the context of Ukraine, UNICEF child protection experts believe that children would likely account for an even higher proportion of potential trafficking victims given that children and women represent nearly all of the refugees who have fled the country so far. More information and services for particularly vulnerable children are in great demand, and an Open World program exploring these issues could be very beneficial in limiting human suffering during this time of crisis.

Protecting the Public from Explosive Weapons/Land Mines – March 22

The war in Ukraine has sparked a widespread humanitarian crisis, with the broad use by Russia of landmines and other explosive ordnance on Ukrainian soil. Anti-personnel and anti-vehicle mines, as well as other unexploded or abandoned ammunition left behind in Ukraine, threaten the lives of millions of people and have taken the lives on numerous innocent children. They will take years to remove, hindering reconstruction efforts and making it unsafe for people to return to their previous daily lives. While full-scale humanitarian demining efforts are impossible during the conflict, coordination to support Ukrainian authorities to locate, identify and, when possible, remove explosive ordnance is already underway, and COIL seeks to assist in these efforts by fielding a delegation looking at means to map and get rid of these horrific threats to life and limb. In addition, this delegation will pay particular attention to means to prevent children from being maimed and/or killed by land mines and unexploded ordnance.

Protecting Children from Explosive Weapons/Land Mines – March 22

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Child Welfare in Times of War – March 22

Ukraine's vast state childcare program, a legacy of the government's prominent role in society during Soviet times, is struggling as war forces millions to flee their homes and often makes tracing relatives impossible. Some of the children in Ukraine's network of shelters are orphans, but more often they have been taken from families struggling with drug addiction, alcoholism and domestic abuse. Around half of them have physical or mental disabilities. With the added burden of the war the situation is pretty dire and an Open World delegation can provide insight on ways to relieve this suffering and trauma.

Members of Parliament – April 11

This program will introduce Members of Parliament to the U.S. legislative branch and allow them to learn about the workings of national and state level governments. They will also learn about constituent relations and how legislators serve their communities. Please see page 45 for a general description regarding Open World parliamentary programs.

Hazardous Waste Management – April 19

On 20 June 2022 the Ukrainian Parliament adopted a draft of the new Law of Ukraine “On Waste Management.” The purpose of the Waste Management Law is to significantly improve the waste management system in Ukraine, which was poorly regulated and fragmented across municipalities. The new waste management system, among other things, tightens the licensing requirements for the collection and processing of hazardous waste, is expected to considerably improve the state of the environment in Ukraine and help achieve sustainable development goals. This includes tackling the amounts of waste already accumulated in Ukraine and overall making the waste management sector more attractive for investment. The adoption of the Waste Management Law is an opportunity to initiate the changes that Ukraine needs, among others, to fulfil the European Union membership requirements. This Open World program is aimed at showing our Ukrainian colleagues best practices and a discussion of that country's future development needs in this area.

Operation and Maintenance of Nuclear Power Plants – April 19

Ukraine is currently planning for the post-war use of nuclear power and expansion of its current capacity. Future nuclear safety measures will need to include "building a perimeter so that the enemy could not approach with tanks and artillery" according to Energoatom's CEO. This program will feature exposure as to how nuclear plants are hardened against enemies, improved safety protocols, and a review of cyber issues around such facilities.

Energy Security – April 19

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. 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.

Renewable Energy/Energy Independence – April 19 (TWO DELEGATIONS)

Ukraine's law On Electricity Market improved the outlook for the country's renewable energy industry and stabilized its 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.

Establishing Family/Children Counseling Networks – May 3 (TWO DELEGATIONS)

The situation in Ukraine is leaving deep psychological scars on children and families who remain in Ukraine or who decide to flee. Many of U.S.-based mental health experts are volunteering their services describe their sense of emotional solidarity, their common culture or elements of shared history with Ukrainians. The U.S. has much to offer our Ukrainian colleagues in the field of family/children counseling and this program will be aimed at fostering the development of broader and more impactful networks to assist children and their families in Ukraine.

Members of Parliament – May 16

This program will introduce Members of Parliament to the U.S. legislative branch and allow them to learn about the workings of national and state level governments. They will also learn about constituent relations and how legislators serve their communities. Please see page 45 for a general description regarding Open World parliamentary programs.

Cultural Preservation – June 14

Russia's President has stated his belief that Russia has a great destiny to fulfill, one of which is to collect the lands of the Russian Empire to bring it back. According to this school of thought, Ukraine does not have any legitimacy to exist. Its language is not considered legitimate nor is its sovereignty or interpretation of history, and even its independent church. By participating in this program, participants will look at means to resist the systemic erasure and attempts to annihilate Ukrainian culture.

Preservation of National Treasures, Buildings and Objects of National Significance – June 14

In February 2022, following President Vladimir Putin's decades-long campaign to refute Ukraine's national identity, Russia invaded its neighbor. Evidence soon emerged of the deliberate destruction of Ukraine's cultural heritage. That month the Ivankiv Museum of History and Local Lore in the Kyiv Oblast of northern Ukraine was destroyed. Since then, roughly 500 other cultural heritage sites have been threatened by the conflict with 108 confirmed to have been damaged. Training first responders in the military and law enforcement, as well as on-the-spot conservators and other museum

professionals to operate in crisis and wartime conditions would greatly help Ukraine protect these riches and further the oversight of more than 28,000 cultural sites in Ukraine.

Rule of Law: Processing War Crimes – June 14 (TWO DELEGATIONS)

The Russian-American journalist Masha Gessen on August 1, 2022 wrote "twenty-five thousand cases (of war crimes) have been identified thus far - what does justice look like for the victims of Russia's atrocities?" International agencies are joining Ukrainian prosecutors in what may be the biggest effort ever to hold war criminals to account. But the difficulties and dangers they face are exceptional. Ukraine's judicial system is now almost wholly devoted to investigating war crimes, with most of its 8,300 prosecutors fanned out across the country collecting evidence. Open World delegations in this theme will review current war crimes prosecutions and discuss ways to effectively prosecute those that have committed atrocities.

Judicial Rule of Law – June 21 (THREE DELEGATIONS)

This program examines the U.S. commitment to the promotion of transparency, ethics, and judicial independence in a democracy. Meetings and site visits will highlight the judiciary's role in preserving democratic practices such as due process, trial by jury, the right to representation and a fair trial, the role of the public defender, the appeals process, judicial appointments/elections, and governmental accountability. Participants will learn about federal and state judicial systems under the U.S. model of federalism. In examining the workings of an independent judiciary in criminal and civil proceedings, the participants will observe trials and court procedures, meet with judges, prosecutors, public defenders, local law schools and other relevant agencies.

Cybersecurity – July 12

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 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.

Online Secondary Education – July 26

Since March 14, 2022, schooling has resumed in most regions of Ukraine with the help of distance learning. Ukrainian students both inside and outside the country can access educational online material in Ukrainian. Ukraine's main platform for distance learning is the All-Ukrainian Online School, featuring lessons in all subjects, for pupils grades 5-11. In regions where Internet access has been disrupted, pupils will be able to watch lessons on Ukrainian television instead. For easier coordination, both the online and televised lessons are integrated into an interactive All-Ukrainian Online Schedule, which includes materials for pupils of grades 1-11. This Open World delegation will explore other online education methodologies and best practices to teach secondary education in a war-time environment.

Senior Level Public Communications – July 26

Ambitious reform programs rely on the support of citizens and strategic communications are key to ensuring public buy-in. This program will aim to increase the strategic communications capacity of Ukrainian Government officials, with an overall objective of ensuring the public's awareness and

understanding of reform processes throughout the country. The program will also feature methods to fight disinformation, and strengthen our Ukrainian colleague’s capacities to design, launch, assess, and adapt communications campaigns for local, national, and international audiences.

Parliamentary Staffers – August 2

COIL will host parliamentary staff from Romania and seeks to match the delegation with key counterparts in the U.S. Congress and state governments. The Romanian delegates will engage in dialogue with Congressional staff whose member’s committee membership placement reflects areas of current and potential cooperation between the United States and Romania. The meetings will be intended to further augment global connections between international legislators with US policymakers in the interest of better understanding and facilitating closer cooperation on a variety of political, civic, and business leaders in the relevant state/district.

Reporting War Atrocities – September 6

A July report from the Organization for Security and Cooperation in Europe found that patterns of violent acts by Russian forces in Ukraine meet the qualification of crimes against humanity, detailing horrific actions by Russian forces including the discovery of torture chambers at a summer camp in Bucha. The report “found credible evidence” that suggested “some patterns of violent acts which had been repeatedly documented during the conflict,” including “killing, rape abductions or massive deportations of civilians, qualified as a widespread or systematic attack against a civilian population.” This program will be aimed at working with journalists who are doing this reporting on the ground to establish better networks and ensure that the content of their reporting is accurate.

Fighting False Narratives/Investigative Journalism – September 6

The information coming out of Ukraine is often contradictory, and needs to be verified. This information includes fake videos, sabotage, denials and more. Russia’s hybrid war strategy in Ukraine includes the spread of disinformation as a tactic in wartime, because if the enemy does not understand what is going on, it becomes easier to defeat. All the sabotage operations (e.g., Russian soldiers disguised as Ukrainians), or the news of “zero casualties in the Russian ranks” are precisely aimed at this: distracting, diverting, and demoralizing the enemy. This program is aimed at empowering Ukrainian journalists to fight false narratives effectively and rely on solid, fact-based journalism to refute such narratives.

Members of Parliament – September 12

This program will introduce Members of Parliament to the U.S. legislative branch and allow them to learn about the workings of national and state level governments. They will also learn about constituent relations and how legislators serve their communities. Please see page 45 for a general description regarding Open World parliamentary programs.

Agricultural Development Using Technology – October 4

While the agricultural sector pre-war accounted for over 30 percent of Ukraine’s exports and 12 percent of its gross domestic product of \$100 billion annually, much of Ukraine’s agricultural potential has gone untapped. One way to change this is agritech — bringing advanced information technology to the field. With keen sensors, cheap drones and advances in data management, agritech can vastly increase Ukraine’s efficiency and output. Most agritech experts agree that Ukraine could be among the world’s agricultural leaders if it applies IT on a large scale. However, they also say Ukraine still has a long way to go in this regard. This Open World program is aimed at closing that gap and improving Ukraine's agricultural production.

Agricultural Planning Post War – October 4

Ukraine has suffered \$4.3 billion in damage to farmland, machinery and livestock as a result of Russia's invasion as of mid-June 2022, according to the Kyiv School of Economics. About half of the immense destruction from the war comes from pollution caused by mines and unharvested crops, Russia is using food security as an economic weapon. Russia's attacks on key agriculture infrastructure hubs have destroyed large quantities of food. Meanwhile, its blockade of Ukraine's ports has strangled the country's exports, cutting off a key source of revenues and worsening a global food crisis that may spur millions of people to migrate. This Open World program will look at ways to plan for the future of agriculture in Ukraine one hostilities have ceased to ensure a robust market in that country and a strong return to productivity.

Disaster and Emergency Communications – October 4

The Emergency Telecommunications Cluster (ETC), a global network of organizations that work together to provide shared communications services in humanitarian emergencies designated by the Inter-Agency Standing Committee (IASC) of the UN and non-UN partners, was activated in Ukraine on March 3, 2022, and has deployed a coordinator to Krakow, Poland, where telecommunications equipment has been pre-positioned. Additionally, the ETC is coordinating with its local and global partners to identify mechanisms to relay life-saving information to the affected population and bridge the information gap between humanitarians and affected communities. The Open World delegation under this theme will look at the ETC and other Disaster and Emergency Communications networks to explore efficiencies and best practices.

Disaster and Emergency Services – October 4

The State Emergency Service (SES) of Ukraine, under the jurisdiction of the Ministry of Internal Affairs, has the motto "to prevent. To rescue. To help." Using advanced equipment, the SES constantly collects and analyzes data on emergencies that occur throughout Ukraine. It implements state policies in the domain of civil protection, protection of population and territories from emergencies, prevention of emergencies, rectification of emergency consequences, rescue work, fire extinguishing, fire and technogenic safety, accident rescue service activities and hydrometeorologic activities. This Open World program will focus on improving domestic emergency services and comparing systems for improvement on both sides of the ocean.

Modern Methods to the Construction of Large Infrastructure Projects – October 4

Rebuilding Ukraine's antiquated infrastructure was a promise of President Zelenskyy shortly after being elected in 2019. His Big Construction program aimed to rebuild and renovate roads, bridges and other civil projects, but has been challenged by COVID-19 limitations and charges of corrupt bidding practices. And, the once-thriving construction industry in Ukraine has ground to a near halt as the nation battles an invasion by Russia. This Open World program will explore large infrastructure projects, including solicitation of bids, and broader developmental post-war strategies.

Revitalization of Water Supply Systems – October 4

According to UNICEF, war damage to infrastructure has left millions people without access to piped water across the Ukraine and much of the country is at risk of losing its water supply. The Ukraine Water System Modernization project will address the critical situation in municipal water supply and sewerage in Ukraine due to deteriorating networks and facilities arising from long periods of under-investment.

Collaboration with U.S. Veterans Administration/Veterans Health Administration – November 8 (TWO DELEGATIONS)

In 2022, Open World developed a relationship with the U.S. Veterans Health Administration/Veterans Administration. For 2023, we are looking to expand on this relationship as Ukraine's Ministry of Veterans Affairs works to consolidate veteran support activities, and veteran health care. The U.S. Veterans Health Administration is America's largest integrated health care system, providing care at 1,298 health care facilities, including 171 medical centers and 1,113 outpatient sites of care of varying complexity. This program will explore veteran's services that are provided in the U.S., including its healthcare network, to foster positive development of such system in Ukraine.

Commemorating Fallen Soldiers – November 8

Ukraine has been burying its soldiers in increasing numbers since full-scale hostilities were started by Russia in February 2022. Such services are usually poorly attended and with little or no formalities. Our Ukrainian colleagues are eager to see how those who die in uniform are appropriately commemorated. They are eager to appropriately commemorate those that have paid the ultimate price and the Open World program in this theme should provide information as to how fallen soldiers are commemorated throughout the United States.

Women's Veterans Issues – November 8

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).

Serving Victims of War: War Injuries Treatment – November 8

Of the estimated 2.7 million Ukrainians with a documented disability, many are at significant additional risk as a result of the war. There are regular reports of Russian troops actively targeting centers and institutions housing people with disabilities – including children's centers. With a lack of safe evacuation routes, those who cannot flee are in danger of being abandoned. 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 and expand a network of 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.

Treating Mental Illness in Times of War – November 8 (TWO DELEGATIONS)

Millions of people living in Ukraine had to flee their homes after Russia invaded the country in February 2022. They left behind everything they've ever known. Thousands have been killed and injured, including children. Daily pictures and video of atrocities suffered in Ukraine are splashed across the media. The atrocities seem unimaginable—and those pictures alone are traumatic enough. Living in constant fear while struggling to find some measure of safety and security has taken a toll on Ukrainians' mental health. The majority of people who need help for mental health care do not receive the services that could help them. In a situation where they have been uprooted and are in search of safety and security, it is even more difficult to access mental health care. This Open World program is aimed at transferring some skills and know-how at our Ukrainian colleagues face this mental health crisis.

Serving Victims of War: Post Traumatic Stress Disorder (PTSD) – November 8

More than eight 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.

Treating Battlefield Injuries – November 8 (TWO DELEGATIONS)

Operating with skeleton crews, doctors and nurses race to save limbs, and lives. It has been a grim routine for medical personnel often working around the clock. As Russian forces pummel Ukraine with a mix of artillery, airstrikes and rocket attacks, frontline hospitals, many of them in poorer, rural areas, have become overwhelmed. They are severely short-staffed or have been abandoned completely, as doctors and nurses have fled the violence. The situation is pretty dire and Ukraine seeks assistance with skills and with medical efficiencies. This Open World program will be responsive to these critical needs in Ukraine.

Parliamentary Staffers – December 6

COIL will host parliamentary staff from Ukraine and seeks to match the delegation with key counterparts in the U.S. Congress and state governments. The Ukrainian delegates will engage in dialogue with Congressional staff whose member's committee membership placement reflects areas of current and potential cooperation between the United States and Ukraine. The meetings will be intended to further augment global connections between international legislators with US

policymakers in the interest of better understanding and facilitating closer cooperation on a variety of political, civic, and business leaders in the relevant state/district.

Uzbekistan

Attracting Foreign Direct Investment (FDI) & the Uzbek Direct Investment Fund (UzDIF) – February 22

As Uzbekistan becomes increasingly interconnected with the world beyond its Central Asian neighbors, it increases the prominence and promise of opportunities related to foreign direct investment. Uzbekistan would greatly benefit from the influx of cash and commercial connections to businesses, and is strategically placed to compete with some of the largest players in the Eurasian and global economies. Uzbek participants will meet with American representatives from the investment, recipient, and government perspectives, and visit sites of successful FDI programs.

Members of Parliament – February 28

This program will introduce Members of Parliament to the U.S. legislative branch and allow them to learn about the workings of national and state level governments. They will also learn about constituent relations and how legislators serve their communities. Please see page 45 for a general description regarding Open World parliamentary programs.

Environmentalism: Preventing Desertification – April 19

With present concerns of environmental damage and changing demographic patterns throughout Central Asia, the need to create livable cities and conserve valuable environmental resources has become an increasingly prominent topic in Uzbekistan. Uzbek delegates to the United States will meet with prominent activists and stakeholders who are leading efforts to manage environmental degradation and advocate for eco-friendlier habits and policies throughout the population. This Open World program will focus on conservation strategy, with a focus on circulating relevant information while maximizing natural space protections and minimalizing the impact of development and lifestyles.

Renewable Energy – April 19

The Uzbek energy market has traditionally depended on fossil-fuels and non-renewable energy sources, but Uzbekistan has begun to pursue alternative fuels as a method of increasing competitiveness in a dynamic sector, as well as the reduction of carbon footprint per capita. In light of these developments, Uzbekistan 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, strategically growing the already-robust Uzbek energy sector. Participants will visit active renewable energy sites, and meet with expert science and business groups within the green energy industry.

Judicial Rule of Law – May 10

This program examines the U.S. commitment to the promotion of transparency, ethics, and judicial independence in a democracy. Meetings and site visits will highlight the judiciary's role in preserving democratic practices such as due process, trial by jury, the right to representation and a fair trial, the role of the public defender, the appeals process, judicial appointments/elections, and governmental accountability. Participants will learn about federal and state judicial systems under the U.S. model of federalism. In examining the workings of an independent judiciary in criminal and civil proceedings, the participants will observe trials and court procedures, meet with judges, prosecutors, public defenders, local law schools and other relevant agencies.

Education – July 26

The Uzbek academic scene is robust, with a high literacy rate, and many multi-lingual citizens. This Open World program aims at sharing best practices in the field of K-12 education with the aim of strengthening civics education in Uzbekistan and promoting critical thinking, problem solving, and innovation among students. The program should also expose Uzbek 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. US experts will work with delegates to develop an actionable plan to improve the opportunities afforded to Uzbek students, and best equip teachers to discuss civics topics and develop important skills.

Parliamentary Staffers – October 25

COIL will host parliamentary staff from the Republic of Uzbekistan and seeks to match the delegation with key counterparts in the U.S. Congress and state governments. The Uzbek delegates will engage in dialogue with Congressional staff whose member's committee membership placement reflects areas of current and potential cooperation between the United States and Uzbekistan. The meetings will be intended to further augment global connections between international legislators with US policymakers in the interest of better understanding and facilitating closer cooperation on a variety of political, civic, and business leaders in the relevant state/district.

Local Governance – November 29

All countries rely upon effective communication between public and private bodies in order to effectively implement change. US local government leaders, due to the federal system, frequently cooperate with federal, state, and private partners on projects. Uzbek delegates coming to the United States will be public servants on the community level, and will review materials on US-style federalism. Delegates will also meet with community leaders and local public servants to review and exchange best practices in working with limited resources, disparate partners, encouraging civic engagement within the constituent communities, and other challenges that are uniquely present in the effective management of local government bodies.

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, COIL is also soliciting expressions of interest/capability statements for delegations of parliamentarians and parliamentary staff from participating countries. Through these programs, COIL 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 take part in the delegation's local program. It should also include proposed high-level meetings with other Members of Congress, state and local legislators, congressional support agencies, NGOs, interest groups and policy experts, for an in-depth discussion with a variety of political, civic, and business leaders in the relevant state/district.

2023 Open World Program – Proposed Travel Dates

U.S. Arrival Date	Country	Theme	Number of Delegations	Number of Participants
18-Jan-23	Azerbaijan	Coordinated Approaches for Better Public Health Outcomes	1	6
18-Jan-23	Kazakhstan	Data-Driven Drug Prevention Policy in Public Health	1	6
18-Jan-23	Moldova	Medical University Partnerships	1	6
18-Jan-23	Poland	Management of Health Care Institutions	1	6
24-Jan-23	Serbia	Members of Parliament	1	6
1-Feb-23	Armenia	Members of Newly Formed LGBT Organizations	1	6
1-Feb-23	Georgia	Youth Engagement	1	6
1-Feb-23	Georgia	Inclusivity	1	6
1-Feb-23	Hungary	Migration and Social Dialogue	1	6
1-Feb-23	Kyrgyzstan	Human and Civil Rights	1	6
1-Feb-23	Moldova	Corporate Social Responsibility	1	6
1-Feb-23	North Macedonia	Civil Society Opinion Leaders	1	6
1-Feb-23	Poland	Social Inclusion: People with Disabilities	1	6
1-Feb-23	Tajikistan	ICT in Business & Security	1	6
1-Feb-23	Tajikistan	Youth Development	1	6
1-Feb-23	Turkmenistan	Young Diplomats/Governmental Management	1	6
7-Feb-23	Ukraine	Members of Parliament	1	6
22-Feb-23	Azerbaijan	Youth Leaders in Civic Engagement & Governance	1	6
22-Feb-23	Azerbaijan	Strengthening Political Think Tanks	1	6
22-Feb-23	Moldova	LPA & Civil Society for Economic Development	1	6
22-Feb-23	Ukraine	Management of Think Tanks and Analytical Centers	2	12
22-Feb-23	Ukraine	Rebuilding Financial Industry Infrastructure	1	6
22-Feb-23	Ukraine	Economic Change and Deindustrialization	1	6
22-Feb-23	Ukraine	Management of Health Care Institutions	2	12
22-Feb-23	Uzbekistan	Attracting FDI & UzDIF	1	6
28-Feb-23	Kazakhstan	Members of Parliament	1	6
28-Feb-23	Kyrgyzstan	Members of Parliament	1	6

28-Feb-23	Uzbekistan	Members of Parliament	1	6
8-Mar-23	Armenia	Young Professional Women from Local Government	1	6
8-Mar-23	Moldova	Rural Women's Entrepreneurship	1	6
8-Mar-23	Poland	Women Leaders in Local Communities	1	6
8-Mar-23	Ukraine	Rural NGO Management	2	12
8-Mar-23	Ukraine	Improvement of Emergency Department/Services	1	6
8-Mar-23	Ukraine	Medical Tranfusion Services	1	6
8-Mar-23	Ukraine	Transplantology Improvement	1	6
8-Mar-23	Ukraine	Advancements in Prosthetics	1	6
15-Mar-23	Moldova	Prosecutors	1	6
15-Mar-23	Mongolia	Prosecutors	2	12
15-Mar-23	North Macedonia	Prosecutors	1	6
15-Mar-23	Serbia	Rule of Law: Conducting Civil & Criminal Trials Using Virtual Platforms	1	6
22-Mar-23	Romania	Human Trafficking	2	12
22-Mar-23	Ukraine	Prevention/Recovery form Trafficking and Sexual Exploitation	2	12
22-Mar-23	Ukraine	Protecting from Explosive Weapons/Land Mines	1	6
22-Mar-23	Ukraine	Protecting Children from Explosive Weapons/Land Mines	1	6
22-Mar-23	Ukraine	Child Welfare (adaptation in times of war)	1	6
22-Mar-23	Ukraine	Combating Commercial and Sexual Exploitation of Children	1	6
28-Mar-23	Armenia	Members of Parliament	1	6
28-Mar-23	Georgia	Members of Parliament	1	6
5-Apr-23	Azerbaijan	Gender-related Activism	1	6
5-Apr-23	Azerbaijan	Community-level Extracurricular Programming for Promoting Social Change	1	6
5-Apr-23	Kazakhstan	Law Enforcement and Social Services Responses to Domestic Violence	1	6
5-Apr-23	Moldova	Gender Based Violence - Special Victims Unit	1	6
5-Apr-23	Poland	Combating Domestic Violence & Sexual Assault	1	6
11-Apr-23	Ukraine	Members of Parliament	1	6
19-Apr-23	Moldova	Agritourism	1	6

19-Apr-23	Poland	Green Energy & Energy Security/Transition	1	6
19-Apr-23	Ukraine	Hazardous Waste Management	1	6
19-Apr-23	Ukraine	Operation and Maintenance of Nuclear Power Plants	1	6
19-Apr-23	Ukraine	Energy Security	1	6
19-Apr-23	Ukraine	Renewable Energy/Energy Independence	2	12
19-Apr-23	Uzbekistan	Environmentalism: Preventing Desertification	1	6
19-Apr-23	Uzbekistan	Renewable Energy	1	6
1-May-23	Kosovo	Members of Parliament	1	6
3-May-23	Azerbaijan	Providing Social Services to Vulnerable Children	1	6
3-May-23	Georgia	NGO Management	1	6
3-May-23	Georgia	High School Administration/Counseling	1	6
3-May-23	Romania	Hospital Management/Nursing (Teaching & Practice)	2	12
3-May-23	Serbia	Community Engagement & Risk Communication to the Public Health Sector	2	12
3-May-23	Ukraine	Establishing Family/Children Counseling Networks	2	12
10-May-23	Kazakhstan	Rule of Law	1	6
10-May-23	Kyrgyzstan	Rule of Law	1	6
10-May-23	North Macedonia	Rule of Law	1	6
10-May-23	Uzbekistan	Rule of Law	1	6
16-May-23	Ukraine	Members of Parliament	1	6
6-Jun-23	Estonia	Members of Parliament	1	6
6-Jun-23	Hungary	Members of Parliament	1	6
14-Jun-23	Georgia	Entrepreneurship and Small Business Development	1	6
14-Jun-23	Moldova	Financial Crimes Investigation	1	6
14-Jun-23	Moldova	Anti-Corruption	1	6
14-Jun-23	Serbia	Economic Development through Preservation & Presentation of Cultural Heritage	1	6
14-Jun-23	Ukraine	Cultural Preservation	1	6
14-Jun-23	Ukraine	Preservation of National Treasures, Buildings and Objects of National Significance	1	6
14-Jun-23	Ukraine	Rule of Law -Processing War Crimes	2	12

21-Jun-23	Ukraine	Judicial Rule of Law	3	18
12-Jul-23	Estonia	Cybersecurity	1	6
12-Jul-23	Poland	Cybersecurity	1	6
12-Jul-23	Turkmenistan	Cybersecurity/Digitalization	1	6
12-Jul-23	Ukraine	Cybersecurity	1	6
19-Jul-23	Kosovo	Rule of Law	1	6
19-Jul-23	Mongolia	Rule of Law	2	12
19-Jul-23	Mongolia	Rule of Law: Court Administrative Staff	1	6
26-Jul-23	Romania	School Management Tools (Pre-School/ Kindergarten Principals)	1	6
26-Jul-23	Romania	School Management Tools (High Schools Principals)	1	6
26-Jul-23	Romania	Public Libraries as Community Hubs (Librarians)	2	12
26-Jul-23	Poland	Academia and Business	1	6
26-Jul-23	Tajikistan	Inclusive Education	1	6
26-Jul-23	Tajikistan	Social Media Influencers and Civic Engagement	1	6
26-Jul-23	Turkmenistan	Young Journalists	1	6
26-Jul-23	Ukraine	Online Secondary Education	1	6
26-Jul-23	Ukraine	Senior Level Public communications	1	6
26-Jul-23	Uzbekistan	Education	1	6
2-Aug-23	Armenia	Parliamentary Staffers	1	6
2-Aug-23	Moldova	Parliamentary Staffers	1	6
2-Aug-23	Ukraine	Parliamentary Staffers	1	6
6-Sep-23	Georgia	Best Practices in Publishing Industry	1	6
6-Sep-23	Georgia	Journalism/Open-Source Investigative Journalism	1	6
6-Sep-23	Kazakhstan	Multimedia Approaches to Civic and Political Activism	1	6
6-Sep-23	Kosovo	Improving the Relationship Between Media & Government	1	6
6-Sep-23	North Macedonia	Journalism (Young Journalists, Investigative & ROL Focus)	1	6
6-Sep-23	Poland	Combatting Disinformation	1	6
6-Sep-23	Turkmenistan	Established Journalists	1	6
6-Sep-23	Ukraine	Reporting War Atrocities	1	6
6-Sep-23	Ukraine	Fighting False Narratives/Investigative Journalism	1	6
12-Sep-23	Moldova	Members of Parliament	1	6
12-Sep-23	Romania	Members of Parliament	1	6
12-Sep-23	Serbia	Members of Parliament - Women in Politics	1	6

12-Sep-23	Ukraine	Members of Parliament	1	6
20-Sep-23	Estonia	Transparency in Government	1	6
20-Sep-23	Estonia	Municipal Leadership and Community Engagement	1	6
27-Sep-23	Armenia	Rule of Law	1	6
27-Sep-23	Estonia	Rule of Law	1	6
27-Sep-23	Georgia	Rule of Law	1	6
27-Sep-23	Moldova	Rule of Law	1	6
27-Sep-23	Poland	Rule of Law	1	6
4-Oct-23	Azerbaijan	Public Water Resource Management	1	6
4-Oct-23	Kyrgyzstan	Agricultural Trade: From Food Security to E-Commerce Imports	1	6
4-Oct-23	Moldova	Border Security & Customs	1	6
4-Oct-23	Ukraine	Agricultural Development Using Technology	1	6
4-Oct-23	Ukraine	Agricultural Planning Post War	1	6
4-Oct-23	Ukraine	Disaster and Emergency Communications	1	6
4-Oct-23	Ukraine	Disaster and Emergency Services	1	6
4-Oct-23	Ukraine	Modern Methods to the Construction of Large Infrastructure Projects	1	6
4-Oct-23	Ukraine	Revitalization of Water Supply Systems	1	6
11-Oct-23	Armenia	Youth-led Social Change: Influencing Policy Agenda-Setting Through Local Politics & Activism	1	6
11-Oct-23	Georgia	Volunteerism and Civic Action	1	6
11-Oct-23	Hungary	NGO Management with Local & National Governments	1	6
11-Oct-23	Poland	NGO Development	1	6
11-Oct-23	Poland	Social/Civic Engagement for Seniors	1	6
11-Oct-23	Romania	Civic Engagement & Voting: Local Government	1	6
11-Oct-23	Romania	Civic Engagement & Voting: NGOs	1	6
11-Oct-23	Serbia	US STEM & Disability Education	2	12
17-Oct-23	Azerbaijan	Members of Parliament	1	6
17-Oct-23	Mongolia	Members of Parliament	1	6
25-Oct-23	Kazakhstan	Parliamentary Staffers	1	6
25-Oct-23	Kyrgyzstan	Parliamentary Staffers	1	6
25-Oct-23	Mongolia	Parliamentary Staffers	1	6
25-Oct-23	Uzbekistan	Parliamentary Staffers	1	6
8-Nov-23	Ukraine	Treating Mental Illness in Time of War	2	12
8-Nov-23	Ukraine	Serving Victims of War - PTSD	1	6

8-Nov-23	Ukraine	Collaboration with U.S. Veterans Administration/Veterans Health Administration	2	12
8-Nov-23	Ukraine	Commemorating Fallen Soldiers	1	6
8-Nov-23	Ukraine	Women Veterans' Issues	1	6
8-Nov-23	Ukraine	Serving Victims of War - War Injuries, Treatment	1	6
8-Nov-23	Ukraine	Treating Battlefield Injuries	2	12
29-Nov-23	Kazakhstan	Building Strong and Inclusive Foreign Assistance Program	1	6
29-Nov-23	Kazakhstan	Improving the Investment Climate: Strengthening Mechanisms to Resolve Commercial Disputes	1	6
29-Nov-23	Kosovo	Best Practices for Citizen Engagement	1	6
29-Nov-23	Kosovo	Economic Development of Small & Medium Sized Municipalities	1	6
29-Nov-23	Kyrgyzstan	Community Building & Economic Empowerment	1	6
29-Nov-23	Mongolia	Civil Society Organizations/NGO Management	1	6
29-Nov-23	North Macedonia	Local Governance	1	6
29-Nov-23	Tajikistan	Women in Tech (Educators)	1	6
29-Nov-23	Tajikistan	Ecotourism	1	6
29-Nov-23	Uzbekistan	Local Governance	1	6
6-Dec-23	Hungary	Parliamentary Staffers	1	6
6-Dec-23	Poland	Parliamentary Staffers	1	6
6-Dec-23	Romania	Parliamentary Staffers	1	6
6-Dec-23	Ukraine	Parliamentary Staffers	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 on a Wednesday and arriving in their host communities on a Friday.⁸ Grantee organizations will be expected to successfully complete and/or oversee the following programmatic and administrative activities:

- Recruit and select local host organizations and families. The local host organizations must demonstrate expertise in, and programming resources for, the Hosting Theme(s) and subthemes selected by the grant applicant. Programs should emphasize mutual learning and dialogue. Grantees are encouraged to recruit host coordinators, presenters, and home hosts who are

⁸COIL 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.

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 COIL. The grantee organization must submit the form(s) to COIL within two weeks of being notified of a host organization's approval. The form (supplied by COIL) 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 COIL's logistical contractor (Currently, for Azerbaijan, Estonia, Georgia, Moldova, Poland, Romania, Ukraine, and Uzbekistan), will improve COIL'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 COIL and/or representatives of its logistical contractor.
- Attend the 2023 Congressional Office for International Leadership grantee orientation meeting, which is expected to be held in early 2023 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 page 61 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 COIL's website and social networking resources; have local host coordinators encourage presenters and host families to find the Congressional Office for International Leadership 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 COIL 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 COIL, 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 COIL 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, **COIL does not provide per diem to its participants.**
- Note that interpretation services are no longer required in the grant submission; COIL 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 COIL 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 COIL, if requested. COIL 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 Congressional Office for International Leadership 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 COIL Contractors

COIL contracts with a logistical support organization for Azerbaijan, Estonia, Georgia, Moldova, Poland, Romania, Ukraine, and Uzbekistan 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 COIL’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. COIL will serve as the logistical contractor for the delegations from Armenia, Hungary, Kazakhstan, Kosovo, Kyrgyzstan, Mongolia, North Macedonia, Serbia, Tajikistan, and Turkmenistan.

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

<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. COIL’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.** COIL also asks that photos come with captions or are explained in text.

Results

COIL 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. The total number of people reached should be included.

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 home, thereby "multiplying" the Open World experience.	<ul style="list-style-type: none"> • After returning home, a delegate gives talks on knowledge gained during the visit. 	<ul style="list-style-type: none"> • The Host Narrative is to report on any potential multipliers mentioned by delegates. The Final Program Report must report on any actual multipliers that the grantee learns about.
Reciprocal Visits	Americans involved in the exchange meet with alumni in-country or work in-country on an Open World-inspired project.		<ul style="list-style-type: none"> • The Host Narrative is to report on any reciprocal visits that might result from the exchange. The Final Program Report must report on reciprocal visits by grantees or 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 COIL 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 Tuesday, October 11, 2022.

A final program report on the overall administration of COIL 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 2020 grants will end on **March 31, 2023**, when final financial reports are due to COIL, unless a later date is agreed to in writing by COIL. 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 COIL's programming priorities and objectives, especially with regard to (a) giving delegates significant exposure to federal, state, county, and local legislators, the structure and functions of legislatures, and the legislative process; (b) the likelihood of producing new partnerships or furthering existing ones; (c) the potential for follow-on project activities and/or significant projected results, such as plans for future reverse travel; (d) collaborative programming with American young professionals organizations; and (e) including a significant cost share.
2. Past experience in hosting similar programs, especially for citizens of the specific country(ies) for which you are applying.
3. Demonstrated ability or experience in creating programs in the Hosting Theme(s) proposed in the application.
4. Demonstrated ability to recruit or plan for recruiting host coordinators, presenters, and home hosts who are interested in maintaining contact with the delegates after their U.S. visit.
5. Quality of submitted sample agendas (one important factor in determining quality is whether the agendas include opportunities for delegates to make presentations to professional and public audiences and to have open dialogue with their hosts and professional counterparts).
6. Ability to home host.
7. Per person costs. (Please note that the "per person cost" does not stand alone as a criterion. COIL 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 See table on page 40 for deadlines for document delivery to the logistical contractor.

9. Quality of submitted work plans, including plans for the implementation of the U.S. programs, results tracking and reporting, and the nomination strategy (if applicable).
10. For previous 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, COIL 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 COIL at openworld@coil.gov **Please put “2023 Open World Grant Proposal” in the subject line.** Please contact COIL at (202) 707-8943 or openworld@coil.gov if you have questions regarding this solicitation.

The Congressional Office for International Leadership 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.

¹⁰ Pages 69-70 contain more information on financial management and budget requirements, including a recommended budget form (page57).

- Examples of how your organization’s hosting activities and past experience will be applied to recruiting host coordinators, presenters, and host families potentially interested in maintaining contact or developing joint projects with delegates.

2. Proposed Countries and Hosting Themes – For each country that you propose to host for, please submit the following:

- Detailed description of your capabilities to host in the proposed theme(s) and subtheme(s).
- Proposed schedule of selected hosting dates (with proposed hosting sites) by country.
- Sample/illustrative activities or sample agendas.
- Organizations/persons participating.
- Objective of illustrative activity: i.e., lessons to be learned.
- Special resources required.

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

4. Statements of any unique qualifications for this program

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

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

FINANCIAL PROCEDURES – 2023 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, 2024.

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 Congressional Office for International Leadership'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.
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.

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.

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 2023 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:			

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 COIL is

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.

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 COIL 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), COIL 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 Congressional Office for International Leadership, 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 COIL 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 COIL 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 COIL's implementation of the CFR to Jane Sargus, Executive Director/Budget Officer, at jsar@coil.gov

Unless otherwise specified herein, sections from the CFR, as interpreted and implemented by COIL, 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:

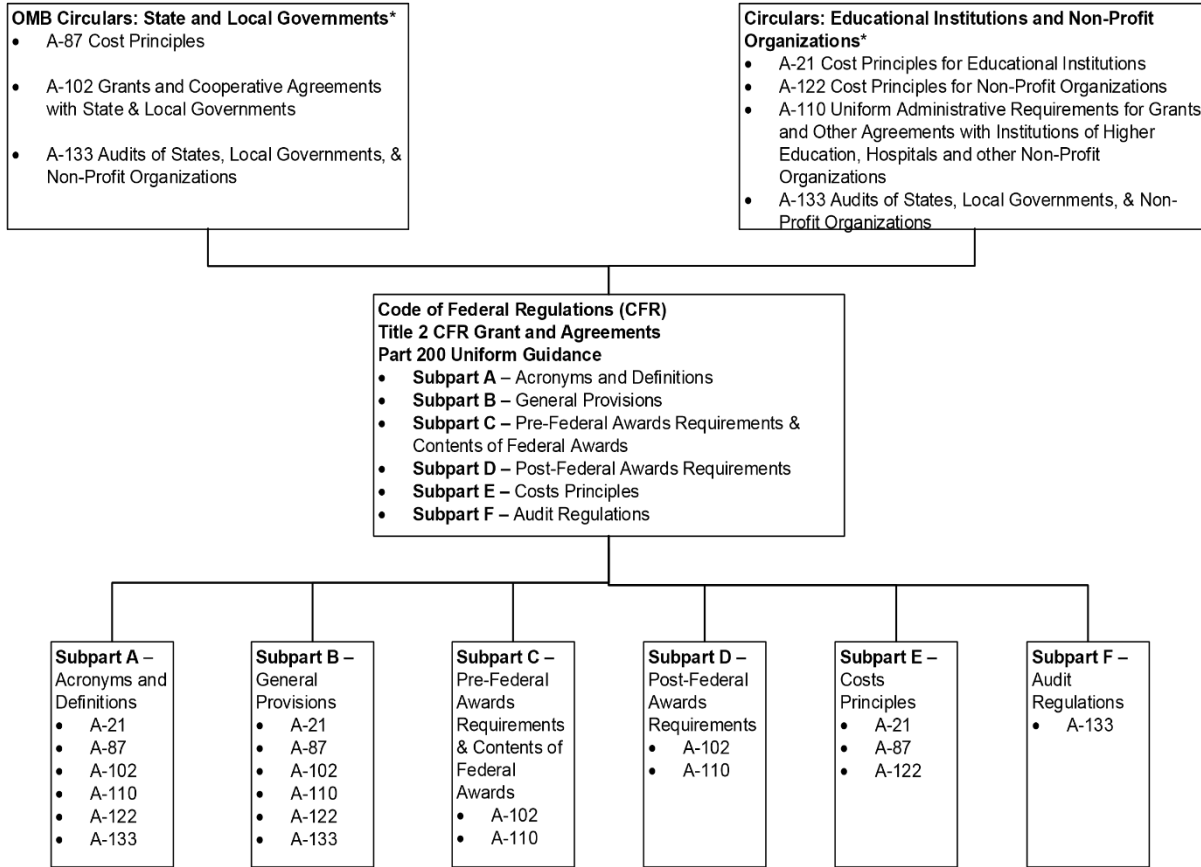
<https://www.gpo.gov/fdsys/pkg/CFR-2014-title2-vol1/pdf/CFR-2014-title2-vol1-part200.pdf>

- Copies of relevant authorities are also available from COIL 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 COIL 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 COIL'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 COIL. 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 COIL 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 Congressional Office for International Leadership.

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 COIL, a grantee may incur necessary project costs in the 90-day period prior to the beginning date of the grant period. **All 2023 grants will begin on the date of the grantee's signature on the award letter and end no later than March 31, 2024.**

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, 2024 to COIL no later than April 10, 2024, unless a later date is agreed to in writing by COIL. 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 - COIL 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 COIL is required to submit by fax or e-mail the following reports. **Please include the Open World Grant Number (e.g., COIL-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 COIL.**

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, 2023 (Due 4/10/2023)

2. April 1–June 30, 2023 (Due 7/10/2023)
3. July 1–September 30, 2023 (Due 9/30/2023)
4. October 1–December 31, 2023 (Due 1/10/2024)
5. January 1–March 31, 2024 (Due 4/10/2024)

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 COIL) must be completed no later than April 10, 2024. 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”
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 Congressional Office for International Leadership’s Budget Officer.

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

Final Financial Reports for the period ending March 31, 2024 must be submitted to COIL no later than April 10, 2024, unless a later date is agreed to in writing by COIL. 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 COIL. Grant funds that have been advanced but are unspent at the end of the grant period must be returned to COIL. **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 COIL.
- 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 COIL 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 COIL.

Within 14 calendar days from the date of receipt of the request for budget revision, COIL 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 COIL in advance. **Under no circumstances does obtaining COIL’s written approval for an overage in a given category permit a grantee to exceed the total amount awarded by COIL.**

Grantees must obtain prior written approval from COIL 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 COIL 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 COIL 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 COIL 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 COIL will provide to grantees and local hosts to aid them in estimating cost-share totals. The form/s are due to COIL by April 10, 2024.

IX. Suspension and Termination

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

- by COIL if the grantee materially fails to comply with the terms and conditions of an award;
- by COIL 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 COIL 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 COIL 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 COIL determines that a grantee has failed to comply with the terms of the grant award, COIL 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 COIL. In the event that a grant is suspended and corrective action is not taken within 90 days of the effective date, COIL 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 COIL, could not have been reasonably avoided.
- d. **Report and Accounting.** Within 30 days of the termination date, the grantee shall furnish to COIL 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 COIL 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, Congressional Office for International Leadership, 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 COIL, 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 digital or scanned copies of original records.

COIL, the Comptroller General of the United States, the Inspector General of the Library of Congress (on behalf of COIL), 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 \$250,000) that grantees negotiate for the purposes of carrying out the grant project shall include a provision to the effect that the grantee, COIL, 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 COIL 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 \$250,000) 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 \$250,000. All contracts in excess of \$250,000 established under the grant award from COIL 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, COIL, 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 \$250,000 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 \$250,000 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 COIL or read the full text online by going to <https://www.gpo.gov/fdsys/pkg/CFR-2014-title2-vol1/pdf/CFR-2014-title2-vol1-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 COIL 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
- X 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 COIL 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.



CONGRESSIONAL OFFICE FOR
**INTERNATIONAL
LEADERSHIP**
LEADERSHIP CENTER

Congressional Office for International Leadership

Tel: 202.707.8043 Fax: 202.253.2464

I Identifying Information:							
Start	Date Form Completed:						
Program							
Dates:							
II REQUIRED COST SHARE:							
Homestay value:	Column 1 # of Nights	X	Column 2 # of Participants	X	Column 3 Unit Value \$	=	Column 4 Cost Share
Number of nights with home					0.0		0
Donated meals:							
Breakfast	# of Meals	X	# of Participants	X	Unit Value \$	=	Cost Share
Dinner		X		X	0.1	=	0
Supper		X		X	0.0	=	0
SUBTOTAL							0
TOTAL							0
Volunteer/host driving in their own cars:	Miles	X	Price per mile \$			=	Cost Share
Total miles all			0				0
Volunteer time:							
Other unpaid hours (staff, presenter, etc.)	Hours	X	Cost per hour \$			=	Cost Share
			8				0
SUBTOTAL							0
TOTAL							0
SUBTOTAL REQUIRED COST SHARE:					0		0
III. OPTIONAL SECTION							0
Description							0
SUBTOTAL OPTIONAL COST SHARE:					0		0
Grand Total Cost Share:							\$ 0.00

COIL Cost Share Report Form Instruction Sheet

The COIL 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, COIL 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 COIL by April 10, 2024.

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@coil.gov.

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., COIL—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, enter 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, enter 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, enter 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, enter 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 COIL 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 COIL 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 - COIL 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 \$250,000 [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 sponsorshippage 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.