



**OPEN WORLD PROGRAM  
OPEN WORLD LEADERSHIP CENTER**

**2011 GRANT PROCEDURES – EURASIAN COUNTRIES HOSTING PROGRAM**

**Introduction**

The congressionally sponsored Open World program brings emerging leaders from Eurasian countries to the United States in order to give them firsthand exposure to the American system of participatory democracy and free enterprise. Open World's Eurasian Countries Hosting Program allows American leaders and their counterparts from Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Tajikistan, and Turkmenistan to engage constructively with one another in a manner that complements the U.S. Congress's public diplomacy efforts on timely issues such as accountable governance, the environment, and rule of law. The principles of accountability, transparency, and citizen involvement in government are among the concepts emphasized by the Open World program. Today Open World has more than 16,000 alumni and a network of some 6,300 U.S. host families. The program is administered by the Open World Leadership Center (the Center), an independent entity established in the U.S. legislative branch in 2000. The program serves Members of Congress—and their constituents and staff—and demonstrates to participants the role of the legislative branch in a mature democracy.

Open World in 2006 adopted as its mission statement:

To enhance understanding and capabilities for cooperation between the United States and the countries of Eurasia<sup>1</sup> and the Baltic States by developing a network of leaders in the region who have gained significant, firsthand exposure to America's democratic, accountable government and free-market system.

In light of this mission, Open World will continue to bring emerging leaders from this region to the United States, while endeavoring to foster lasting ties that result in ongoing cooperation and collaboration. Open World will give greater weight to those 2011 hosting proposals that (a) give delegates significant exposure to federal, state, and local legislators, the structure and functions of legislatures, and the legislative process; and (b) are likely to produce new partnerships or further existing ones. In addition, Open World will look most favorably on proposals that include specific follow-on project activities; robust cost-sharing budgets; and plans for future reverse travel.<sup>2</sup>

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<sup>1</sup> Eurasia here means Russia, Ukraine, Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Tajikistan, Turkmenistan, and Uzbekistan.

<sup>2</sup> 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. In most instances, Open World cannot fund reverse travel or follow-on activities.

The Open World program was originally established as a Library of Congress–administered pilot project in 1999 to give emerging Russian leaders firsthand exposure to the American system of democracy through visits to local governments and communities in the United States. As indicated above, Open World today also encompasses exchanges for political and civic leaders from other Eurasian states, and for Russian cultural leaders. The countries covered by this solicitation began participating in Open World in 2007/2008.

The overall Open World program focuses on developing an international leadership network through which professional counterparts with mutual interests are able to consult and cooperate with each other on issues affecting their communities. Reflecting its identity as a U.S. legislative branch entity, the Open World Leadership Center in 2011 will focus on ensuring that *all* delegations receive significant exposure to the role and procedures of American legislative bodies. As part of this focus, the Center will ask local host organizations to set up meetings with Members of Congress, state legislators, and city council members and other local lawmakers, and their staff members, so that program participants can review such functions as lawmaking, legislative oversight, and constituent relations with officeholders engaged in these activities. The program should also show the effect of legislation on all thematic programs, such as those focusing on higher education and on domestic violence prevention.

The following countries are included in this solicitation: Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Tajikistan, and Turkmenistan. The Center intends to award grants for the hosting of 55 delegations under the Eurasian Countries Hosting Program for 2011. Each delegation will consist of five delegates<sup>3</sup> and one facilitator.<sup>4</sup> (Please see the table on p. 18 for a listing of these delegations.) The Center invites U.S.-based organizations with either established foreign visitor programs or demonstrated ability to host foreign visitors to propose hosting up to 55 delegations from the participating countries.

**Grant applications for the Eurasian Countries Hosting Program are due Tuesday, October 12, 2010. Please see pages 25–28 for instructions on submitting applications.**

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

## **2011 EURASIAN COUNTRIES HOSTING GRANT PROCEDURES**

### **Grants Overview**

The 2011 **Eurasian Countries Hosting Program** will focus on emerging political, civic, and community leaders from the national, regional, and local levels, and will put a strong

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<sup>3</sup> Delegations from Turkmenistan will typically have four delegates plus one facilitator.

<sup>4</sup> 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.

emphasis on (1) helping develop new, or further existing, networks between delegates and their U.S. counterparts; and (2) acquainting participants with American lawmakers and legislative functions and processes at different levels of government.

While some candidates are nominated by international organizations, most are nominated by U.S. and participating-country agencies and institutions. Open World looks for talented leaders who are relatively young (usually no older than age 45). Candidates are vetted using the following criteria: demonstrated leadership skills and a commitment to building a civil society; extent of activities in one or more of the thematic areas for Open World exchanges; participation in the political process, especially as legislative officeholders, candidates, or staff; community involvement or volunteer work; and established U.S. ties or the potential to forge such ties. Ideal nominees will have no previous travel to the United States. English-language ability is not required. Delegates and facilitators will be invited for up to 10-day exchanges<sup>5</sup> in the United States. Homestays with American host families will again be an integral element of the program. Open World plans to host up to 329 participants (delegates and facilitators) in the 2011 Eurasian Countries Hosting Program (up to 48 participants from Azerbaijan, up to 66 from Georgia, up to 42 from Kazakhstan, up to 36 from Kyrgyzstan, up to 48 from Moldova, up to 54 from Tajikistan, and up to 35 from Turkmenistan). Final 2011 Eurasian country hosting numbers will depend on available funding.

## **Grant Guidelines Contents**

This document contains, in order:

- Grantee eligibility requirements
- Open World objectives
- Hosting themes
- Proposed 2011 travel dates
- Grantee programming/administrative requirements
- Local-hosting document deadlines
- Results tracked by Open World
- Key dates and deadlines
- Criteria for evaluating grant applications
- A grant proposal outline
- Financial Procedures
- Appendixes
  - Procurement guidelines
  - Cost principles
  - A form and instructions for reporting cost share
  - A glossary of terms

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<sup>5</sup> Most delegations stay in Washington, DC, for two days to attend an orientation program hosted by the Center, then spend eight days in the local host community. The exceptions are specialized rule of law delegations, which will spend seven days in the local host community. Other exceptions may be made by the Center on an as-needed basis, and in close consultation with the appropriate grantee(s).

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

### **Eligibility for an Open World Grant**

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 selected Eurasian countries that can be furthered by an Open World visit should describe this activity. An applicant organization:

- Must demonstrate experience and expertise in the Hosting Theme(s) for which it is applying and/or establish cooperative agreements with expert local host organizations.<sup>6</sup>
- Will be given preference for a grant award if it demonstrates the ability to provide programmatic activities with federal, state, 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 for a grant award if it demonstrates the ability to recruit host coordinators, presenters, and home hosts who are interested in maintaining contact with the delegates after their U.S. visit through joint projects, ad hoc and/or formal organization-to-organization ties, and regular communications.
- Will be given preference for a grant award if its proposal demonstrates how results (as defined on p. 23 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.
- Will be given preference for a grant award if its budget submission includes a significant cost-share for Open World delegations, such as paying all or a significant portion of local hosting expenses, or all or portions of airfares.

Open World will permit (on a very limited basis) organizations awarded 2011 Eurasian Countries Hosting grants to nominate candidates for competitive delegate selection for exchanges that will support the organizations' ongoing or proposed projects/partnerships. Any applicant organization that wishes to nominate candidates must include in its proposal a clear strategy for nominations that demonstrates the organization's ability to identify quality candidates who match Open World's criteria. If the applicant organization plans on having one or more participating-country organizations propose candidates for a specific hosting program, the rationale for using each organization, and each organization's complete contact information, must be included in the proposal. The nominations strategy

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<sup>6</sup> Local host organizations for past Open World exchanges have included local affiliates of grantee organizations; colleges and university-based centers; and civic associations. Each local host organization designates a host coordinator who will have overall responsibility for the eight-day community visit.

must also demonstrate that the candidates will meet Open World's selection criteria, enhance a community partnership and/or project, and/or foster long-term collaboration with U.S. counterparts.<sup>7</sup>

Open World will approve, at most, a very limited number of grantee-based nominations in 2011. Any candidates nominated by grantees must submit Open World's standard delegate application form and go through the same competitive, transparent vetting process as other nominees for the program. Open World will closely coordinate the nomination process with the relevant grantees and the logistical contractor. Open World reserves the right to supplement any delegation of grantee-nominated delegates with one or more delegates from the general pool.

Open World also seeks proposals that, for one or more local programs, clearly specify the type(s) of delegates desired (e.g., regional and local legislators, mayors, NGO leaders, media professionals) and/or localities that delegates should come from, in order to have Open World exchanges that support specific projects or nascent partnerships.

## **Objectives**

Open World delegates include some of the participating countries' most dynamic, highly educated emerging leaders, who are eager to share their experiences with Americans for a mutually beneficial exchange of ideas. Open World's Eurasian Countries Hosting Program is designed to assure that delegates have the opportunity to:

- Develop an understanding of the universe of people who interact with their American professional counterparts. For example, a delegation of mayors and other city officials might meet with the host community's mayor, city manager, city council members, mayor's office staff, key departmental staff, and local political reporters.
- Develop an understanding of the role of the U.S. Congress and state and local legislatures in shaping, overseeing, and/or funding programs and institutions connected with their Open World Hosting Theme (e.g., accountable governance, social issues, rule of law).
- Develop an understanding of how citizens and interest groups work to affect the legislative process (at the federal, state, and local levels) on issues related to the delegates' Hosting Theme.
- Share their professional expertise through planned formal presentations, panel discussions, and/or roundtables with American counterparts and contacts, and present information about their country's culture, history, and current affairs to members of their host community.

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<sup>7</sup> If an applicant organization anticipates that one or more of its prospective subgrantees will want to nominate candidates, its proposal should include the information requested in this paragraph for each such prospective subgrantee.

- Network with American professionals and hosts who are interested in maintaining contact beyond the seven- or eight-day community visit for ongoing cooperation and collaboration.
- Exchange views with influential representatives of appropriate federal, state, and local government agencies; legislators, civic organizations and other NGOs; and the business and education communities.
- Participate in community events to gain an understanding of the role of community organizations' interactions with the government.
- Receive an overview of the relationships among:
  - a) the executive, legislative, and judicial branches of state 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 some 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, and local governments.
- Acquire an understanding of the roles of American government, civic institutions, free enterprise, and voluntary organizations as they relate to the relevant Open World Hosting Theme.
- Develop a better understanding of American culture and society and contribute to enhanced American knowledge of the Open World country's society, culture, and institutions.

### **Hosting Themes**

The 2011 **Eurasian Countries Hosting Program** will offer a different set of themes for each participating country. These themes were developed in close consultation with the U.S. Embassy in each participating country. Delegates will be selected based on their activities and background in one or more of the themes.

Because Open World resides in the legislative branch and serves the U.S. Congress, its historical mission includes exposing delegates to the role of legislatures and legislators in a

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

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

The host-community visit should give delegates firsthand experience with their professional counterparts' daily work routines and offer a view of American life through community and cultural activities and homestays. All programming, regardless of Hosting Theme, should include extensive exposure to legislative processes, and how these processes affect the Hosting Theme. The delegates will prepare for their host-community activities by attending a pre-departure program (usually held in their home country's capital city) followed by an arrival orientation program conducted in Washington, DC. If feasible, grantees will meet with their delegates and make brief presentations on their organizations during the Washington orientation. The Washington orientation program will review the Open World program's goals and provide an overview of the delegations' Hosting Theme(s); federal, state, and local governments and their interrelationships; a general overview of the federal legislative process; the balance of powers; current issues in U.S. governance and politics; the rights of individual citizens; and American culture. Delegates will be introduced to the Center's initiatives to foster ongoing professional and community networks, including Open World's Digital Directory ([dd.openworld.gov](http://dd.openworld.gov)). 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 p. 25.) Proposed travel dates can be found in the table on page 18.

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

## Azerbaijan

### 1. Accountable Governance – Municipal Governance

**Rationale:** Municipal governance reemerged in Azerbaijan in 1999, when the “Law on Municipal Elections” and the “Law on the Status of Municipalities” were enacted. While laws for citizen involvement in local government exist (for example, citizens may propose resolutions, attend assemblies, and vote in citizen-initiated referenda), local governments are still not seen as being transparent, responsive, and accountable, and most are not engaged with citizens and civic organizations.

**Target Group:** Municipal government representatives, regional government officials, ministry officials who work in regional offices.

### 2. Rule of Law – Domestic Violence

**Rationale:** In Azerbaijan, many women have to deal with verbal, emotional, and physical abuse, and in most cases they are not able to escape from their abusers. Society usually expects them to endure it, and there is little public information about the problem of domestic violence. Many victims are underage girls in rural regions who have been forced, or are about to be forced, into arranged marriages (a practice that also contributes significantly to the teen suicide rate).

Azerbaijan’s parliament, the Milli Majlis, is currently considering the country’s first-ever bill on preventing domestic violence. The legislation would make domestic violence a criminal offense and envisages the creation of centers to help victims. The proposal has been criticized in the media as an attack on Azerbaijani values because it conflicts with family tradition. There is a need to expand public awareness of the issue and to train police and the legal community on how to identify, prosecute, or defend cases of domestic violence.

The delegates will be exposed to programs, policies, and practices aimed at ending domestic violence, assaults, and stalking. Delegates should have workshops at organizations that provide services for victims of domestic violence, and observe the full range of legal proceedings in domestic violence cases, from an initial report to a trial.

**Target Group:** Members of parliament, prosecutors, attorneys, police, NGO workers, lawmakers.

### 3. Social Issues – Religious Tolerance

**Rationale:** Azerbaijan’s constitution ensures freedom of religion, and the government is secular. The overwhelming majority of Azerbaijanis are Muslim; other religions represented in the country include Christianity, the Bahai Faith, Judaism, Hinduism, and Zoroastrianism. There is government regulation of religious organizations through registration. In order for a religious organization to rent property or maintain a bank



account, it must register with the State Committee for Work with Religious Associations. The United States is also a secular nation with a multitude of faiths where religious leaders of different confessions interact and provide community services.

The U.S. program should demonstrate how religious organizations of different creeds interact with each other, and how faith-based community organizations representing different religions work for the betterment of local residents in collaboration with each other and with government and nonprofit agencies. Visits should include activities at interfaith councils, faith-based community organizations, places of worship, and both secular and religious education institutions.

**Target Group:** Religious leaders of all faiths, university faculty, religious affairs government officials.

## **Georgia**

### **1. Accountable Governance – Mayors/City Councilors and Responsive Government**

**Rationale:** Georgia held municipal elections in May 2010. The ruling party, the United National Movement (UNM), won the majority of seats on each of the country’s municipal councils. The U.S. program will enable newly elected mayors, city council chairs, and council members to observe how state and local elected bodies operate in the United States, how decisions are developed and adopted, and how citizens work with local governments to improve their communities. Participants will also learn ways of engaging citizens in the decision-making process and will observe how U.S. elected officials respond to constituent concerns.

**Target Group:** Newly elected mayors, city council chairs, and city councilors.

### **2. Accountable Governance – Transparent and Independent Media**

**Rationale:** A robust, transparent, and independent media sector has not yet developed in Georgia. Television is the most important source of information for Georgians, with a handful of major commercial stations and dozens of cable operators competing for a share of the advertising market. State radio and TV stations, the Georgian state news agency, and state newspapers have all been privatized, and the quality and budgets of these outlets are quite low. Newspapers suffer from poor distribution channels, although a demand for in-depth news coverage and analysis exists that could be satisfied in part by online publications.

**Target Group:** Broadcast and print media professionals, NGO leaders working to develop a robust media in Georgia, representatives of Internet media outlets.

### 3. Accountable Governance – Elections and the Media

**Rationale:** After the May 2010 local elections, a popular Facebook posting appeared suggesting that the elections had provided Georgians with this choice: “wait for the revolutionary pair of shoes, if they ever get produced, or go and buy the new version of your old shoes [UNM], which at least are not worse than the pair you have now, are available right now and, moreover, promises you more comfort. So what do you do?” While international election observation missions are robust and there are competent Georgian NGOs looking at election procedures, the media lacks investigative and political-reporting skills, and has not done an adequate job of informing Georgians about changing political alliances, politicians’ reactions to constituent concerns, and the activities of the “new version” of the “old shoes.”

**Target Group:** Representatives of media outlets that cover political news, political reporters, NGO leaders working in the media and elections fields.

### 4. Rule of Law – Jury Trials and the Adversarial System

**Rationale:** A new Criminal Procedure Code (CPC) enacted in 2009 introduces an adversarial system, provides for criminal trials, and calls for jury trials to be introduced in October 2010, beginning with a multiyear pilot program in the Tbilisi city court. This plan is aimed at ensuring adversarial criminal proceedings, such as limiting pretrial investigations and placing them under the strict control of the judge, basing judicial investigations on direct examination of the evidence, and providing defense counsel with evidence-gathering responsibilities. Because Georgian jurists are unfamiliar with the practices called for by the CPC, many of which reflect the workings of the American judiciary, the U.S. program will introduce participants to all aspects of the U.S. adversarial system, with a special emphasis on how jury trials are conducted.

**Target Group:** Judges, and possibly prosecutors and defense lawyers.

### 5. Rule of Law – Judicial Independence and Ethics

**Rationale:** Georgia has made significant strides in reforming its judicial system. Corruption in the courts and among prosecutors has been dramatically reduced, with very few instances being reported. Despite this progress, the judicial branch does not act as an effective check on executive power, and the rule of law in Georgia is still fragile. A U.S. program stressing judicial independence and judicial ethics would help strengthen the Georgian judiciary. As part of this program, participants should review how disciplinary proceedings are taken against judges and how U.S. federal judges are appointed.

**Target Group:** Judges and possibly judicial administrators.

### 6. Social Issues – Social Services – Societal Inclusivity

**Rationale:** Georgia’s population is made up of many different ethnic groups, including Azeris, Armenians, and Kurds, with ethnic Georgians comprising the majority. Members of the

country's minority groups often find themselves at the bottom of the social ladder, and many ethnic Georgians regard them with suspicion or even outright distrust. Since gaining independence and joining international organizations such as the Organization for Security and Co-operation in Europe (OSCE) and the Council of Europe, Georgia has gradually modernized its legal system and improved its compliance with international norms of human rights, including the protection of the human rights of ethnic minorities. More needs to be done to enable minorities to participate fully in Georgian community and economic life, including expanding Georgian-language comprehension. The U.S. program should expose participants to social-services delivery to ethnic minorities; national and community organizations dedicated to protecting civil rights; and programs for teaching English as a second language.

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

## **7. Social Issues – Education – Improving Management and Academic Standards in Higher Education**

**Rationale:** Academic management in Georgia does not meet international standards. The higher education system suffers from a lack of transparent regulation. The country lacks an adequate accreditation system and publicly available data on the quality of higher education institutions. Funding for research is scarce, and there is no tradition of peer review or critical debate. The U.S. program will bring university deans, administrators, and department heads, as well as professors active in professional associations, from a variety of Georgian public universities to meet with their U.S. counterparts at state and private universities and colleges, and to see U.S. approaches to higher education academic standards, admissions and management practices, and ethical standards for academics.

**Target Group:** Ministry of Education and Science strategic planners and other education experts, administrators, deans, department heads, and professors active in professional associations.

## **8. Social Issues – Education – Community Colleges**

Georgia's educational system faces challenges with financing, administration, teacher recruitment and retention, preparation of students for a career and employment, and integration into the global educational system. Open World delegates from Georgian federal, regional, and local career-oriented institutions of higher education, together with their American counterparts, will examine community colleges as an effective model for remedying knowledge and skills gaps created by a changing free-market economy. The U.S. program will demonstrate how community colleges are responsive to the needs of a continuously changing job market, assist in local community development, and provide educational opportunities for a broad cross-section of society.

**Target Group:** Regional and local government officials and legislators involved in education policy and reform, education administrators, educators in leadership roles.

## **Kazakhstan**

### **1. Accountable Governance – Strengthening Regional/Local Legislatures**

**Rationale:** Kazakhstan has initiated reforms aimed at decentralizing decision-making and developing a better system of local governance (one that is still dominated by the President, but that gives more responsibility to local governments), and in January 2009, the national parliament passed a new law on local self-government. The U.S. program will offer a positive model for the development of regional and local legislators and their staff. In particular, it will focus on the organization and administration of legislative bodies as well as showing legislators how executive and judicial branch institutions operate, in order to give a broad picture on how local governments serve their citizens. The Open World program will also encourage the development of best practices in governing, and show the roles and interrelationships of all three branches of government.

**Target Group:** Regional and local legislators and their staff.

### **2. Accountable Governance – Environmental Leaders**

**Rationale:** Kazakhstan faces serious environmental challenges. The Soviet era left many pollutants, including chemical and industrial waste, in both population centers and uninhabited zones. Since independence, the oil and chemical industries have also contributed to the present air and water pollution problems, which are exacerbated by increasing traffic congestion. A number of environmental organizations operate in Kazakhstan, but there is little financial support to begin necessary cleanup and prevention programs. The U.S. program should focus on U.S. federal, regional, and local government initiatives to undertake environmental cleanup and promote environmentally friendly best practices, and on cooperative efforts involving NGOs, the private sector, and the general public.

**Target Group:** Regional and local legislators, government representatives, environmental NGO leaders, environmental activists, scientists, and journalists.

### **3. Rule of Law – Transparency and Efficiency for Regional-Level Judges**

**Rationale:** Corruption is pervasive in Kazakhstan and is considered a source of the public's apathy toward judicial and legal reforms. There have, however, been improvements in the Kazakhstani judicial system. Judges are better paid than elsewhere in Central Asia. Judicial training opportunities are provided to both new and sitting judges. Court recording systems, which provide greater transparency in judicial proceedings, are being installed in some courts. There is a functioning judicial association, the Union of Judges of Kazakhstan, and a procedure for removing unethical judges. However, despite efforts to strengthen the judiciary, the public perception, whether warranted or not, is that the judiciary is highly susceptible to bribery and political influence. The U.S. program will expose participants to U.S. judicial standards, practices, and codes of ethics designed to prevent corruption and promote transparency and respect for the judiciary.

**Target Group:** Regional-level judges and court officials from all regions of the country.

## **Kyrgyzstan**

### **1. Accountable Governance – Strengthening Regional/Local Legislatures**

**Rationale:** Kyrgyzstan has 25 cities and towns and 472 rural municipalities, with each rural municipality consisting of one to ten villages. Local governments function through directly elected local councils and indirectly elected (appointed) mayors. All municipalities have councils, which were newly elected in the fall of 2008 and are viewed, in large part, as democratic, although inexperienced, units of local self-government. The U.S. program will look at the role of legislators in governing at the city and regional level, how legislators respond to issues of concern to their constituents, and how legislatures interact with government entities in the executive and judicial branches.

**Target Group:** Regional and local legislators.

### **2. Accountable Governance – Government Press Services**

**Rationale:** Ministries and other government entities need effective press services to communicate their work to the public, a process that demands more accountability from the government. In engaging the media and public, press services can also provide feedback to the various government agencies. The U.S. program will highlight how effective government press services can lead to greater transparency in government services. Delegates will benefit from meeting with their U.S. counterparts and members of the media.

**Target Group:** Members of the press services of various government agencies in the executive, legislative, and judicial branches.

### **3. Accountable Governance – Parliamentary Researchers**

**Rationale:** Legislative leaders in Kyrgyzstan are eager to have parliamentary staff observe the legislative process in the United States at the federal, state, and local levels. The U.S. program will contain a strong component demonstrating how the legislative branch at each of these levels develops and relies on its own sources of information and expertise in order to maintain independence from the executive branch and improve the quality of its work.

**Target Group:** Parliamentary researchers and other specialized staff.

### **4. Rule of Law – Judges and Judicial Ethics**

**Rationale:** The government of Kyrgyzstan has made considerable progress in improving its legal codes and has demonstrated a willingness to implement jury trials, address judicial corruption, and improve access to justice. The Open World program will focus on rule of

law/judicial reform issues, including judicial ethics, judicial independence and administration, jury-trial practices, case management, and court administration.

**Target Group:** Judges and court administrators.

## **Moldova**

### **1. Accountable Governance – Development of the Private Sector**

**Rationale:** Moldova is committed to reforming the business environment and improving public governance. The government has initiated programs to stimulate the growth of the private sector, but financing and business clusters are lacking. Delegates would observe how businesses work with associations, citizens, and government in providing essential goods and services to the community and other markets. They might explore cluster and cooperative networks; meet with social entrepreneurs to discuss how goods and services can be provided at low cost; and meet with government and business leaders to learn about government incentives for a more favorable business climate.

**Target Group:** Entrepreneurs, business leaders, civic leaders, local government leaders, ministry officials.

### **2. Accountable Governance – Role of a State Legislature**

**Rationale:** The Open World Leadership Center resides in the U.S. legislative branch and serves the U.S. Congress. Its historical mission includes a special focus on the role of legislatures and legislators in successful democracies. Open World has a unique ability to introduce legislators from the Moldovan region of Gagauzia to the legislative process at the national level during their Washington, DC orientation, and to that at the state level in the host community. Unlike Transnistria, Gagauzia was able to come to terms with Moldova, becoming an autonomous territory in 1994. Gagauzia's legislative body, the People's Assembly, has the authority to make its own laws on health, education, social welfare, commerce, budget matters, and taxes. The People's Assembly may also provide input on Moldova's internal and foreign policy.

**Target Group:** Regional legislators from Gagauzia.

### **3. Rule of Law – Judges**

**Rationale:** Rule of law is one of the foundations of civil society. In 2003, Moldova abrogated Soviet-era codes and adopted a more European legal model. Currently there are ordinary courts, courts of appeal, and the Supreme Court. Even though reforms are evident, the public is concerned about the fairness of the judicial system. Through Open World's specialized rule of law program, individual U.S. federal and state judges host Moldovan judicial delegations in cooperation with Open World grantees. Open World's rule of law programming is designed to introduce delegates to an independent judiciary and America's

robust adversarial system, and to provide comparative insights into legal education, judicial ethics, and court administration.

**Target Group:** Judges from the criminal chamber of appellate courts; “instruction” or “investigative” judges, who handle pretrial matters and procedures in criminal cases, and are roughly equivalent to magistrate judges in the U.S. system.

#### **4. Rule of Law – Human Trafficking**

**Rationale:** A specific rule of law challenge of increasing concern to both Moldova and the United States is human trafficking. The Moldovan judicial system has begun taking a more coordinated, multidisciplinary approach to dealing with trafficking cases, but efforts to prosecute, convict, or punish government officials involved in trafficking have been minimal. Data tracking on victims and on all stages of identification, prosecution, conviction, and sentencing needs improvement as well.

The U.S. program should explore the underlying causes of trafficking (such as unemployment and domestic violence); methods of preventing and combating trafficking through outreach and education; the elements of effective anti-human trafficking legislation, law enforcement, and prosecution; and victims’ assistance.

**Target Group:** Judges, prosecutors, other legal professionals, law enforcement officials, NGO specialists, social workers, and psychologists.

### **Tajikistan**

#### **1. Accountable Governance – Strengthening Local Governance**

**Rationale:** Traditional neighborhood associations (*Mahalas* and *Jamoats*<sup>8</sup>) in Tajikistan often take the lead on dealing with local issues. The associations are not directly answerable to the President, and their heads, who are locally elected, are among the only leaders in Tajikistan with any real ability to affect change in the community. The U.S. program will offer participants a positive model for the development of local-level government. In particular, it will focus on the administration of local government institutions and how they serve citizens. The Open World program will also encourage the development of best practices in governing. Participants should examine methods of ensuring government transparency, the development of regulations to implement laws after they are passed, and codes of ethics for government officials.

**Target Group:** Directors of neighborhood associations.

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<sup>8</sup> A Mahala is a neighborhood association, usually representing of 1,000–2,000 people. A Mahala’s members elect their leader. A Jamoat consists of several Mahalas. In the regions, it may combine several villages, each of which would have its own Mahala. Dushanbe, the capital, has dozens of Jamoats. There will be two Mahala delegations and one Jamoat delegation.

## **2. Accountable Governance – Agricultural Diversification**

**Rationale:** With little arable land, Tajikistan still relies heavily on water-thirsty cotton crops, uses out-of-date agricultural techniques, and poorly irrigates its land. The lack of agricultural diversification threatens both the soil and the economy. The U.S. program will focus on U.S. methods of agricultural diversification and government's role in promoting diversification. It will also cover land management practices, crop rotation, and irrigation.

**Target Group:** Farm managers, representatives of the Ministry of Agriculture, and heads of local governments.

## **3. Accountable Government – Ecotourism**

**Rationale:** The tourism sector in Tajikistan is underdeveloped, forcing tourists to be largely self-sufficient. Tajikistan's mountainous terrain and natural resources provide numerous opportunities for outdoor activities such as hiking and mountain climbing. The U.S. program will focus on how environmentally sensitive tourism can be promoted through public and private partnerships.

**Target Group:** Federal and local government officials involved in environmental management and/or tourism promotion, NGO representatives, and relevant business owners.

## **4. Social Issues – NGO Development**

**Rationale:** Tajikistan has many dedicated NGO leaders who are being challenged to develop better-managed and more vibrant organizations. NGOs in Tajikistan rely heavily on foreign donations and international funds, and often fail to see how funds can be raised from local communities and businesses. Open World exchanges can improve NGO leaders' administrative, advocacy, and fundraising skills, and can help these leaders formulate strategies for providing leadership and service in the community. There is also great need for effective advocacy for development in rural communities, especially among their women leaders. Open World programming can also demonstrate how government entities and NGOs work closely together to help meet public needs.

**Target Group:** Board members, directors, high-level staff, and key volunteers of NGOs involved with at-risk youth, public health, environmental protection, energy conservation and planning, and women's leadership at all levels, including in rural communities; NGO leaders involved in promoting good governance and the voluntary sector; and government representatives who work with members of the NGO community or who have budget or oversight responsibilities for government-funded activities carried out by NGOs.

## **5. Social Issues – Youth Development Through Organized Sports**

**Rationale:** There is a need for comprehensive organized sports in Tajikistan, particularly youth-oriented programs. Creating a culture of organized sports will improve health and



teach Tajikistanis to have more respect for rules. The U.S. program will focus on how the promotion of sports and athletics—both in schools and through associations—at the national, regional, and local levels can contribute to youth development.

**Target Group:** Federal government and education officials involved in the organization and promotion of sports, especially for youth.

## **Turkmenistan**

### **1. Accountable Governance – Effective Civil Service**

**Rationale:** Civil service reform is a major component of Turkmenistan’s broader reform of public administration. The government has recognized the need to diversify the economy, narrow disparities among the regions, and improve living standards for its citizens. To improve governance and delivery of services, government workers should be introduced to new models and practices that will lead to accountability and transparency in government.

**Target Group:** Ministry officials, Academy of Civil Service administrators, regional and municipal officials.

### **2. Accountable Governance – Participatory Government**

**Rationale:** Turkmenistan does not have a history of citizen involvement in government. In order for its citizens to participate in the workings of government, it will be necessary to introduce civic education and encourage volunteerism at an early age. It is in the country’s best interest for citizens to contribute to government decision-making. Citizen involvement obliges leaders to be accountable and make decisions for the good of all concerned and not a select few. Such involvement also builds public trust in government and strengthens civic capacity to pursue a common goal and resolve issues.

**Target Group:** Government representatives and leaders of civic associations, trade unions, and nongovernmental organizations.

### **3. Rule of Law – Anticorruption**

**Rationale:** Turkmenistan’s laws are undermined by government corruption that impacts the private sector. The patronage system adversely affects government contracts and performance standards, and public integrity. In order for the economy to flourish, the legal framework must be supported by a transparent regulatory process, consistent enforcement of laws and regulations, and an impartial judiciary.

**Target Group:** Judges.

## 2011 Eurasian Countries Hosting Program – Proposed Travel Dates

Country	Washington, DC Arrival Date	Theme/Subtheme	Number of Delegations
<b>Azerbaijan</b>	May 4	Accountable Governance – Municipal Governance Rule of Law – Domestic Violence Social Issues – Religious Tolerance	Three (3) Three (3) Two (2)
<b>Georgia</b>	Mar 30	Accountable Governance – Mayors/City Councilors and Responsive Government Accountable Governance – Transparent and Independent Media Rule of Law – Jury Trials and the Adversarial System Social Issues – Education – Improving Management and Academic Standards in Higher Education	Two (2) One (1) Two (2) One (1)
<b>Georgia</b>	Sep 21	Accountable Governance – Elections and the Media Rule of Law – Judicial Independence and Ethics Social Issues – Social Services – Societal Inclusivity Social Issues – Education – Community Colleges	One (1) Two (2) One (1) One (1)
<b>Kazakhstan</b>	Feb 24	Accountable Governance – Strengthening Regional/Local Legislatures Accountable Governance – Environmental Leaders	Three (3) Two (2)
<b>Kazakhstan</b>	Oct 20*	Rule of Law – Rule of Law – Transparency and Efficiency for Regional-Level Judges	Two (2)
<b>Kyrgyzstan</b>	Mar 3	Accountable Governance – Strengthening Regional/Local Legislatures Accountable Governance – Government Press Services Accountable Governance – Parliamentary Researchers	Three (3) One (1) One (1)
<b>Kyrgyzstan</b>	Oct 20*	Rule of Law – Judges and Judicial Ethics	One (1)
<b>Moldova</b>	Mar 16	Accountable Governance – Development of the Private Sector Accountable Governance – Role of a State Legislature Rule of Law – Human Trafficking	Four (4) One (1) Two (2)
<b>Moldova</b>	Oct 20*	Rule of Law – Judges	One (1)
<b>Tajikistan</b>	May 11	Accountable Governance – Strengthening Local Governance Accountable Governance – Agricultural Diversification Accountable Governance – Ecotourism	Three (3) Two (2) One (1)
<b>Tajikistan</b>	Sep 28	Social Issues – NGO Development Social Issues – Youth Development Through Organized Sports	Two (2) One (1)
<b>Turkmenistan</b>	Jun 1	Accountable Governance – Effective Civil Service Accountable Governance – Participatory Government Rule of Law – Anticorruption	Two (2) Three (3) Two (2)

\*Delegations on the specialized rule of law date will be placed in predetermined hosting locations, as described earlier.

### Grantee Programming and Administrative Requirements

Successful grantee organizations will be responsible for eight days and eight nights<sup>9</sup> of programming (including weekends) for delegations (most consisting of **five delegates** and **one facilitator**) arriving in the United States between February 24 and October 20, 2011. Delegations will land in the United States on a Wednesday or Thursday and arrive in their host communities on a Friday or Saturday.<sup>10</sup> Grantee organizations will be expected to

<sup>9</sup> Specialized rule of law delegations will spend seven days and seven nights in the local host community.

<sup>10</sup> The Center will consider proposals that contain different provisions (for the length of stay, size of delegations, arrival day, etc.) than those outlined here, if needed to deliver quality programming.

successfully complete and/or oversee the following programmatic and administrative activities:

- Recruit and select local host organizations and families. The local host organizations must demonstrate expertise in, and programming resources for, the Hosting Theme(s) and subthemes selected by the grant applicant. Programs should emphasize mutual learning and dialogue. Grantees are encouraged to recruit host coordinators, presenters, and home hosts who are interested in maintaining contact with the Open World delegates after their U.S. visit through joint projects, ad hoc and/or formal organization-to-organization ties, and regular communications.
- Submit a Host Organization Profile Form for each local program to be hosted by a local host organization approved by the Center. The grantee organization must submit the form(s) to the Center within two weeks of being notified of a host organization's approval. The form (supplied by the Center) asks for the local host organization's theme/subtheme preferences and preferred hosting dates, a general description of the planned local program, and descriptions of three or four proposed professional activities. This information, which will be shared with the Center's logistical contractor, will improve Open World's ability to match delegates with local host organizations quickly and appropriately.
- If providing nominations: (1) ensure that nominating partners (both domestic and international) submit only names of qualified and high-quality candidates and the necessary background program and partnership/project information to the logistical contractor **by the designated deadlines**, and (2) be responsible for reviewing nominees' applications prior to their submission to the logistical contractor to ensure that nominees meet Open World criteria and that the information in the applications is complete and accurate. Nominators identified by the grantee will work closely with Center staff to select appropriate applicants.
- Be responsible for effective implementation of each program developed by local host organizations.
- Participate, either in person or via telephone conference, in coordination meetings with representatives of the Center and/or representatives of the Center's logistical contractor.
- Attend the 2011 Open World grantee orientation meeting, which is expected to be held in the spring of 2011 in Washington, DC. (The cost for one representative to attend the meeting is to be included in the proposed budget; see pp. 27–28 for details.)
- Help make arrangements for Center staff to conduct site visits during local hosting programs, if requested by the Center.

- Submit required reports by scheduled deadlines, including the host coordinator post-program report for each visit, the final program report, federal financial reports, and cost-share reports. (For descriptions of these reports, see pp. 20, 24, 33–34, and 49–51.)
- Assist the Center in coordinating press outreach, if requested, with local host organizations.
- Report on visit outcomes as required (see Results section below).
- Ensure that local hosts register, and have the local hosts encourage presenters and host families to register, on the Open World Digital Directory at <http://dd.openworld.gov> before the delegates' arrival.
- Adhere to federal income tax regulations.

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

- Coordinate with the Center on congressional outreach in the local communities and ensure, when possible, that delegates have the opportunity to meet with Members of Congress or their local staff, and send any photos from such meetings to the Center as soon as possible.
- Ensure that delegates have voluntary opportunities to share their professional expertise and their knowledge about their native country in meetings with their American counterparts and in public settings such as conferences, colloquia, classroom and civic-association presentations, town meetings, and media interviews.
- Provide local transportation during participants' visits, beginning with pickup at the U.S. final destination airport and ending with delivery to the departure airport. **Participants may not take public transportation to professional activity unless the grantee gets advance approval from the Center, and a local escort must accompany the participants.**
- Provide a suitable homestay placement for each delegate, usually for eight days, including weekends. **Homestays are a centerpiece of the Open World experience and a major factor in grant application evaluations.** Each delegate must be given his or her own private bedroom. If this cannot be arranged, the grantee must get advance approval from the Center for delegates to share a bedroom. A facilitator may not share a bedroom with a delegate under any circumstances.
- Ensure that breakfast, lunch, and dinner are provided daily to the delegates and facilitator(s) during their stay. Unlike similar U.S. government programs, **Open World does not provide per diems to its participants.**

- Provide professional interpretation for ALL group professional program activities. **The Center requires high-quality professional interpretation for Open World delegations and recognizes that this affects budgets.** Interpreters who are certified by the U.S. Department of State or a state or local agency that certifies legal and medical interpreters are preferred. Interpretation in the native language is required for delegations from Georgia and Moldova. For other countries, the Center would prefer that grantees hire interpreters fluent in the relevant country's native language wherever possible. However, Russian is an acceptable alternative for delegations from Kazakhstan, Kyrgyzstan, Tajikistan, or Turkmenistan, with prior approval from the Center. For Azerbaijan, Russian-language interpreters may be used only as a last resort, and on a case-by-case basis, with prior approval from the Center. Open World facilitators are not to provide interpretation for group professional meetings. Please consult with Open World staff for further clarification, if needed.
- Prepare an eight-day program<sup>11</sup> 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, or local legislators and legislative staff counts toward this total. Cross-cultural activities should be scheduled for weekends and some evenings. A cross-cultural activity is an activity designed to promote exposure and interchange between the delegates and Americans in order to increase their understanding of each other's society, culture, and institutions. Cross-cultural activities include cultural, social, and sports activities.
- Provide an end-of-visit review session for the delegates, facilitator(s), and host coordinator to review program successes/weaknesses and to identify any new projects, or any joint projects, reciprocal visits, or other continued professional interactions between delegates and their new American contacts, that will likely result from the Open World program.
- Coordinate with the Center on press outreach, including sharing drafts of any press material developed for each delegation in advance, if requested, and reviewing any relevant press material developed by the Center, if requested. The Center strongly encourages local host organizations to try to get press coverage of Open World visits. **Local press releases for the Eurasian Countries Hosting Program must credit the Open World Leadership Center and the U.S. Congress.**
- Track results efficiently and regularly report them. Definitions of results, and requirements and methods for reporting them, are given in the Document-Exchange Deadlines table on the next page and in the Results section that immediately follows it.

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<sup>11</sup> A seven-day program is to be prepared for each specialized rule of law delegation.

## Grantee Interaction with Open World Logistical Contractor

Open World’s logistical contractor will provide the Center with administrative and logistical support, 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 predeparture orientations; and (f) review of program agendas (which supplements the Center’s own review of the agendas). Grantees and their local hosts will be required to work closely with this contractor through all steps of the planning process and meet the relevant deadlines in the following table.

### Document-Exchange Deadlines for an Open World Visit

This table lists the major deadlines for information and document exchange between local host coordinators/grantees and Open World’s logistical contractor, measured backward from the delegation’s U.S. arrival date (two to three days before the host-community arrival date). Please note that the deadlines for submitting interpreters’ resumes, updated program agendas, and emergency contact information are different than those in the previous version of the Eurasian Countries Hosting Program Grant Guidelines.

<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"> <li>Participant Names and Profiles</li> </ul>
<i>4 weeks before arrival</i>	<ul style="list-style-type: none"> <li>Draft Program Agenda</li> <li>Host Family Forms (including contact information and brief bios)</li> <li>Community Profile (if requested)</li> </ul>	<ul style="list-style-type: none"> <li>Flight Itineraries</li> </ul>
<i>3 weeks before arrival</i>	<ul style="list-style-type: none"> <li>Resumé(s) of Professional Interpreter(s)</li> </ul>	
<i>10 days before arrival</i>	<ul style="list-style-type: none"> <li>Updated Program Agenda (with changes highlighted)</li> <li>Emergency Contact Information</li> </ul>	
<i>3 weeks after departure</i>	<ul style="list-style-type: none"> <li>Post-program Report (Host Narrative, Post-program Program Agenda, Final Host Family Forms, Media Coverage, Photos)*</li> </ul>	<ul style="list-style-type: none"> <li>Delegation Feedback on Program to Grantee and Local Host Coordinator</li> </ul>

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

## Results

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

RESULT	DESCRIPTION	EXAMPLES	GRANTEE/SUBGRANTEE REPORTING REQUIREMENTS
<b>Benefits to Americans</b>	Open World promotes <b>mutual</b> understanding and benefit. Hosts, presenters, and others can gain new information from delegates.	<ul style="list-style-type: none"> <li>• Estimate of audience size for delegate presentations.</li> <li>• Publicity for host organization.</li> </ul>	<ul style="list-style-type: none"> <li>• The <b>Final Program Report</b> (submitted by the Grantee) and the <b>Host Narrative</b> must report any benefits to Americans that resulted from the exchange.</li> </ul>
<b>Partnerships</b>	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"> <li>• University-to-university e-learning partnerships.</li> <li>• Sister-court relationships.</li> <li>• Community-to-community interactions between governmental entities.</li> </ul>	<ul style="list-style-type: none"> <li>• The <b>Host Narrative</b> is to report on any partnerships that might result from the exchange. The <b>Final Program Report</b> must report on actual post-visit partnership activities.</li> </ul>
<b>Projects</b>	A delegate implements an idea inspired by the Open World experience.	<ul style="list-style-type: none"> <li>• Opening city council meetings to the public.</li> </ul>	<ul style="list-style-type: none"> <li>• The <b>Host Narrative</b> is to report on any delegate projects that might result from the visit. The <b>Final Program Report</b> must report on any actual projects that the grantee learns about.</li> </ul>
<b>Multipliers</b>	A delegate shares his/her new knowledge back home, thereby “multiplying” the Open World experience.	<ul style="list-style-type: none"> <li>• After returning home, a delegate gives talks on knowledge gained during the visit.</li> </ul>	<ul style="list-style-type: none"> <li>• The <b>Host Narrative</b> is to report on any potential multipliers mentioned by delegates. The <b>Final Program Report</b> must report on any actual multipliers that the grantee learns about.</li> </ul>
<b>Reciprocal Visits</b>	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"> <li>• The <b>Host Narrative</b> is to report on any reciprocal visits that might result from the exchange. The <b>Final Program Report</b> must report on reciprocal visits by grantees or subgrantees.</li> </ul>
<b>Press</b>	A delegation’s visit is covered by local media.		<ul style="list-style-type: none"> <li>• The <b>Host</b> is to send press on the visit to the <b>Center</b> and the logistical contractor. Grantees are encouraged to include later articles in the <b>Final Program Report</b>.</li> </ul>
<b>Contributions</b>	In-kind (in hours or material goods) or cash donations.	<ul style="list-style-type: none"> <li>• Volunteer hours to plan and conduct hosting.</li> <li>• Private donations to Open World events.</li> </ul>	<ul style="list-style-type: none"> <li>• Grantees must submit the Open World Cost-Share Report Form. The <b>Host</b> <i>must</i> report to the <b>Grantee</b> on contributions.</li> </ul>
<b>Professional Advancement</b>	Alumni are promoted or experience other career enhancements after their Open World visit.	<ul style="list-style-type: none"> <li>• An alumnus wins a grant to fund an NGO project.</li> <li>• An alumna is elected to office.</li> </ul>	<ul style="list-style-type: none"> <li>• The <b>Final Program Report</b> must report any professional advancement that the grantee learns about. (A <b>Host</b> learning of post-visit advancement is encouraged to report it to <a href="mailto:openworld@loc.gov">openworld@loc.gov</a>.)</li> </ul>

## Key Dates and Deadlines<sup>12</sup>

### **Grant applications are due on Tuesday, October 12, 2010.**

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

All 2011 grants will end on **March 31, 2012**, when final financial reports are due to the Center, unless a later date is agreed to in writing by the Center. Please note again that grantees are encouraged to submit all final financial documentation by ninety (90) days after the completion of programming activities.

### **Criteria for Evaluating Grant Applications**

All grant applications for the Open World Eurasian Countries Hosting Program will be evaluated on the following factors, listed in order of importance:

1. Degree to which proposed program plans address Open World objectives, especially with regard to (a) giving delegates significant exposure to federal, state, and local legislators, the structure and functions of legislatures, and the legislative process; and (b) developing/furthering partnerships and/or collaborative projects.
2. Past experience in hosting similar programs, especially for citizens of the specific country(ies) for which you are applying.
3. For previous Open World grantees: assessments of previous hosting quality and results. Assessments are based on input from Open World program managers, facilitator reports, and informal delegate surveys, and on the quality and promptness of grantee programmatic/administrative and financial reporting, including the accuracy of financial records.
4. Demonstrated ability or experience in creating programs in the Hosting Theme(s) proposed in the application.
5. 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 through joint projects, ad hoc and/or formal organization-to-organization ties, and regular communications.
6. 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).
7. Ability to home host.
8. Per person costs.
9. Amount of the cost share included in proportion to the overall proposed budget.
10. Ability to host on theme dates.

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<sup>12</sup> See table on page 22 for deadlines for document delivery to the logistical contractor.



11. 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).
12. For proposals that contain plans for nominations, the Center will weigh the degree to which the proposed programs advance Open World's objectives of (a) giving delegates significant exposure to federal, state, and local legislators, the structure and functions of legislatures, and the legislative process; and (b) of developing/ furthering partnerships and/or collaborative projects, as compared to similar proposals received.

### **GRANT PROPOSAL OUTLINE**

Proposals and budgets should be e-mailed to the Grants Officer: Lewis Madanick, Program Manager, Open World Leadership Center, at lmad@loc.gov, or faxed to the Open World Leadership Center office at (202) 252-3464. Please put "2011 Eurasian Grant Proposal" in the subject line. Please contact Mr. Madanick at (202) 707-8943 if e-mailing or faxing material is not feasible. **Do not mail or send by commercial delivery any materials without first contacting Mr. Madanick.**

The Open World Leadership Center grants committee will review applications and respond no later than 28 calendar days after receipt of an application. **ACTUAL DETERMINATIONS OF PARTICIPANT HOSTING LEVELS AND THE DATE OF AWARDS DEPEND ON THE CENTER'S FISCAL YEAR 2011 APPROPRIATIONS LEVEL.**

**All submissions must provide the following cover sheet:**

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

**All submissions must follow the outline below.**<sup>13</sup>

- 1. Project Summary** – A narrative document of no more than four 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 and requirements given above, including how professional interpretation will be provided, how results will be accomplished and reported, and how delegates will be introduced to legislators and legislative entities, processes, and functions.
  - Examples of how your organization’s hosting activities and past experience will be applied to recruiting host coordinators, presenters, and host families potentially interested in maintaining contact or developing joint projects with delegates.
  
- 2. Proposed Countries and Hosting Themes** – For each country you propose to host, please submit the following:
  - Detailed description of your capabilities to host in the proposed theme(s) and subtheme(s).
  - Proposed schedule of selected hosting dates (with proposed hosting sites) by country.
  - Sample/illustrative activities or sample agendas.
  - Organizations/persons participating.
  - Objective of illustrative activity: i.e., lessons to be learned.
  - Special resources required.
  
- 3. Summary of your organization’s past experience with similar programs**
  
- 4. Statements of any unique qualifications for this program**
  
- 5. Work Plan** – The work plan is a chronological outline that demonstrates your ability to administer the grant and meet all required deadlines, including those for reporting on results and cost sharing.
  
- 6. Budget Submission** – The budget submission is the financial expression of your organization’s proposal to become an implementing partner in the Open World program. Therefore, your budget submission needs to reflect your administration of a program that meets the objectives and theme rationales outlined above.

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<sup>13</sup> Pages 27–48 contain more information on financial management and budget requirements, including a recommended budget form (p. 28).

## FINANCIAL PROCEDURES – 2011 GRANTS

**PLEASE READ CAREFULLY – SOME REQUIREMENTS HAVE CHANGED FROM PREVIOUS GRANT GUIDELINES.**

### **I. Grant Proposals**

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

#### **a. Budget Submission**

The budget submission is the financial expression of your program plans as a partner in the Open World program. Therefore, your budget submission needs to reflect your administration of professional programming and hosting activities that meet the criteria in these guidelines.

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

Each budget category should include an accounting of any **cost-share contribution** the organization is providing. **Cost-share contributions are an important factor in the grant selection process.** Organizations are encouraged to carefully consider their ability to share in the cost of the program and to offer the maximum contributions feasible. All organizations awarded grants by the Center will be required to submit cost-share report forms by June 30, 2012.

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

1. Personnel Compensation – Salaries and wages paid directly to your employees.
2. Personnel Benefits – Your cost associated with benefits of your employees.
3. Administrative Travel – Costs associated with having one representative attend the grantee orientation meeting for one night and day, including economy/coach travel to and from Washington, DC; transportation within Washington, DC; and a one-night hotel stay at a designated local hotel. (Dinner, breakfast, and lunch will be covered by the Center.)

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

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. Advisory and Assistance Services – Interpreters, speakers, trainers, etc.
7. Cultural Activities – Receptions, admissions, etc.
8. Grants – Grants made to others by your organization.

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

**Sample Budget Submission:**

<b>Proposed Budget for Submission Under the 2011 Open World Leadership Center Eurasian Countries Hosting Program</b>			
<b>Proposed Number of Participants:</b>			
<b>Cost Per Participant:</b>			
<b>Budget Category<sup>15</sup></b>	<b>Amount</b>	<b>Cost Share</b>	<b>Narrative Justification</b>
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 delegates (one van @ \$XXX per day for X days); \$XXX taxi and metro
Office Expenses	\$XXX	\$XXX	Utilities, supplies, printing, etc. Utilities=\$X,XXX Supplies, phone, printing=\$XXX
Advisory and Assistance Services	\$XX,XXX	\$XXX	Professional interpretation and translation X sites times X days each at \$XXX/day (includes air, lodging, and per diem for interpreters=\$XXX)
Cultural Activities	\$XXX	\$XXX	Receptions, admissions, etc.
Grants	\$XX,XXX	\$XXX	E.g., three local organizations will each receive a grant for \$X,XXX=\$XX,XXX to cover hosting expenses <sup>16</sup>
<b>Total</b>	<b>\$XX,XXX</b>	<b>\$XXX</b>	
<b>PROPOSED BY:</b>			
<b>Signature Program Officer and Date:</b>			

<sup>15</sup> Please note that the Center no longer funds equipment purchases.

<sup>16</sup> Grants to third-party organizations require a separate attached budget.

## **b. Allowable Costs**

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

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

## **II. Grant Documentation and Compliance**

### **a. Introduction**

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

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

requirement in 2 CFR 215.4 “Deviations” for clearance through OMB of any deviations to the terms of the circulars will not apply to Open World. Instead, grantees should direct any questions about the Center’s implementation of the OMB Circulars to Jane Sargus, Budget Officer, at [jsar@loc.gov](mailto:jsar@loc.gov).

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

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

The full text of these authorities is available as follows:

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

## **b. Basic Grantee Responsibilities**

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

## **c. Compliance with Federal Law**

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

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

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

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

### **III. Grant Period and Extensions**

**Grant Period** - The grant period is the span of time during which the grantee has the authority to obligate grant funds and undertake project activities. However, when approved by the Center, a grantee may incur necessary project costs in the 90-day period prior to the beginning date of the grant period. **All 2011 grants will begin on the date of the grantee's signature on the award letter and end on March 31, 2012.**

**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 to the Center no later than March 31, 2012, unless a later date is agreed to in writing by the Center. Please note that grantees are encouraged to submit all final financial documentation with the final program report by ninety (90) days after the completion of programming activities. See Section IV for detailed information on quarterly financial reporting.

**Extension of Grant** - The Center may authorize a one-time extension of the expiration date established in the initial grant award if additional time is required to complete the original scope of the project with the funds already made available. A single extension that shall



not exceed 2 months may be made for this purpose, provided it is made prior to the original expiration date. Grant periods will not be extended merely for using the unliquidated balance of project funds.

#### **IV. Reporting Requirements**

Each organization awarded a grant by the Center is required to submit by e-mail the following reports. **Please include the Open World Grant Number (e.g., OWLC-1152) in the e-mail's subject line each time a report is submitted. Failure to meet these deadlines will negatively affect consideration for future grants from the Center.**

##### **a. Federal Financial Reports (Standard Form 425)**

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

1. Beginning of grant award–March 31, 2011 (Due 4/10/11)
2. April 1–June 30, 2011 (Due 7/10/11)
3. July 1–September 30, 2011 (Due 10/9/11)
4. October 1–December 31, 2011 (Due 1/10/12)
5. January 1–March 31, 2012 (Due 4/10/12), if the grant has not been closed by March 31, 2012.

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

**NOTE:** The Standard Form 425 has replaced the prior financial reporting forms Financial Status Report (269a) and Federal Cash Transactions Report (272).

##### **b. Cost Share Report**

A Cost Share Report (form provided by the Center) must be completed no later than June 30, 2012. 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 e-mail's subject line.

##### **c. Final Financial Reports**

To close a grant the following must be submitted:

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

3. A Variance Report that compares actual expenditures by major budget categories against the grant award budget categories. The variance report shall give the following data: approved budget categories; amount approved for each category; amount expended in each category; and the percent over/under the approved budget amount in each category. **NOTE: Please keep in mind that an overage of 10 percent or more in any one category would have required prior written approval from the Open World Leadership Center's Budget Officer.**

Final Financial Reports must be submitted to the Center not later than March 31, 2012, unless a later date is agreed to in writing by the Center. When submitting, please include the Open World Grant Number in the 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 75 percent of the total grant award, unless otherwise specified by the Center. Grant funds that have been advanced but are unspent at the end of the grant period must be returned to the Center. **Grantees must make every effort to avoid requesting advance payment of funds that then are not used. This practice, which necessitates a refund to the Center, will impact negatively on future grant awards.**
- b. **Interest on Grant Funds.** All grantees, except states (see glossary), are required to maintain advances of federal funds in interest-bearing accounts unless the grantee receives less than \$120,000 per year in advances of grant funds or the most reasonably available interest-bearing account would not earn more than \$250 per year on the federal cash balance, or would entail bank services charges in excess of the interest earned. Interest that is earned on advanced payments shall be remitted to the Center.
- c. **Requesting Reimbursement or Advance.** When requesting reimbursement or advance of funds, the Request for Advance or Reimbursement of Funds (Form 270) must be used. Grantees must clearly mark in their documentation for requesting funds whether the request is for a **partial** advance payment, **reimbursement**, or the **final close-out payment of the grant**. Failure to do so could delay payment and will negatively affect consideration for future grants from the Center. **NOTE: If the request is for an advance of funds, the "period covered" must state a time**

## **VI. Budget Revisions**

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

Within 14 calendar days from the date of receipt of the request for budget revision, the Center will review the request and notify the grantee whether or not the budget revision has been approved. NOTE: Budget categories are firm, and any overage in expenditure in a particular category of more than 10 percent must be approved by the Center in advance.

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

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

## **VII. Organizational Prior Approval System**

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

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

1. **Purpose.** The procedures for approving such changes are sometimes referred to as an “organizational prior approval system.” The purpose of such a system is to ensure that:
  - all grant actions and expenditures are consistent with the terms and conditions of the award, as well as with the policies of the Center and the recipient organization;
  - any changes that may be made do NOT constitute a change in the scope of the project; and
  - any deviation from the budget approved by the Center is necessary and reasonable for the accomplishment of project objectives and is allowable under the applicable federal cost principles.
  
2. **Requirements.** Although grantees are free to design a prior approval system that suits their particular needs and circumstances, an acceptable system must at a minimum include the following:
  - the procedure for review of proposed changes must be in writing;
  - proposed changes must be reviewed at a level beyond the project director;
  - whenever changes are approved, the grantee institution has to retain documentation of the approval for three years following the submission of the final financial report.

## **VIII. Cost Sharing and Cost-Sharing Records**

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

- Are verifiable from the grantee’s records;
- Are not included as contributions for any other federally assisted program;
- Are necessary and reasonable for the proper and efficient accomplishment of project objectives;
- Are types of charges that would be allowable under the applicable cost principles;

- Are used to support activities that are included in the approved project work plan;
- Are incurred during the grant period.

Contributions such as property, space, or services that a grantee donates to a project are to be valued in accordance with the applicable federal cost principles and not on the basis of what would normally be charged for the use of these items or services. When cost sharing includes third-party in-kind contributions, the basis for determining the valuation of volunteer services and donated property or space must be documented and must conform to federal principles. Appendix 3 illustrates the cost-share report form [with instructions] that the Center will provide to grantees and local hosts to aid them in estimating cost-share totals. The form/s are due to the Center by June 30, 2012.

## **IX. Suspension and Termination**

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

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

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

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

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

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

## **X. Financial Management Standards**

Grantee financial management systems must meet the following standards:

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

- 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

## **XI. Record Retention and Audits**

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

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

## **Appendix 1**

### **Procurement Guidelines**

#### **I. Procurement Responsibility**

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

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



## II. Procurement Standards

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

- a. **Contract Administration.** Grantees shall maintain a system for contract administration that ensures that contractors perform in accordance with the terms, conditions, and specifications of their contracts or purchase orders. Grantees shall evaluate contractor performance and document, as appropriate, whether or not contractors have met the terms, conditions, and specifications of the contract.
- b. **Ethical Standards of Conduct.** Grantees shall maintain a written standard of conduct for awarding and 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 \$100,000) shall include the basis for contractor selection, justification for lack of competition when competitive bids or offers are not obtained, and the basis for award cost or price.

#### **IV. Contract Provisions**

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

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

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

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

## **V. Other Federal Guidance**

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

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

## APPENDIX 2

### Cost Principles

#### I. Introduction

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

#### II. Basic Definitions

Attachment A to the Circular describes

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

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

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

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

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

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

### III. Potential Costs

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

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

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

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



# APPENDIX 3

## Cost-Share Estimation Form and Instruction Sheet

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



Open World Leadership Center

Tel 202.707.8943

Fax 202.252.3464

I. IDENTIFYING INFORMATION:	
Grantee:	
Grant Number:	
Program Theme:	
Program Dates:	Date Form Completed:

II. REQUIRED COST SHARE:				
	Column 1	Column 2	Column 3	Column 4
<b>Homestay value:</b>	# of Nights	# of Participants	Unit Value	Cost Share
Number of nights with home hosts:	<input type="text"/>	X <input type="text"/>	X \$60.00	= <input type="text"/>
<a href="http://www.gsa.gov/perdiem">www.gsa.gov/perdiem</a>				
<b>Donated meals:</b>	# of Meals	# of Participants	Unit Value	Cost Share
Breakfasts:	<input type="text"/>	X <input type="text"/>	X \$7.00	= <input type="text"/>
Lunches:	<input type="text"/>	X <input type="text"/>	X \$11.00	= <input type="text"/>
Dinners:	<input type="text"/>	X <input type="text"/>	X \$13.00	= <input type="text"/>
<a href="http://www.gsa.gov/perdiem">www.gsa.gov/perdiem</a>				
<b>SUBTOTAL:</b>				
<b>Volunteer/host driving in their own cars:</b>	Miles	Price per mile		Cost Share
Total miles all drivers:	<input type="text"/>	X \$0.45		= <input type="text"/>
<a href="http://www.gsa.gov/">http://www.gsa.gov/</a>				
<b>Volunteer time:</b>	Hours	Cost per hour		Cost Share
Unpaid interpreter hours:	<input type="text"/>	X \$5.15		= <input type="text"/>
Unpaid driver hours:	<input type="text"/>	X \$5.15		= <input type="text"/>
Other unpaid hours (staff, presenter, etc.):	<input type="text"/>	X \$5.15		= <input type="text"/>
<a href="http://www.dol.gov/esa/minwage/america.htm">http://www.dol.gov/esa/minwage/america.htm</a>				
<b>SUBTOTAL:</b>				
<b>SUBTOTAL REQUIRED COST SHARE:</b>				<input type="text"/>

III. OPTIONAL SECTION	
Items received for free or at a discount, or that you are not claiming reimbursement for:	
Item Description	Value
<b>SUBTOTAL OPTIONAL COST SHARE:</b>	

**Grand Total Cost Share:**



## **Open World Cost-Share Report Form Instruction Sheet for Grantees/Subgrantees**

The Open World Cost-Share Report Form is designed to be a quick electronic tool for calculating in-kind contributions made during hosting. Although the form can be printed and filled out by hand, the Center recommends using it on-screen, as the Excel file has all of the formulas loaded into it. Once filled out, the form can either be e-mailed to your Grantee along with all other final financial documentation, or printed and mailed with hard copies of final financial documentation. Sending this documentation via e-mail is preferred. All cost-share report forms are due to the Center by June 30, 2012.

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 Budget Officer Jane Sargus at 202-707-8943 or [jsar@loc.gov](mailto:jsar@loc.gov) (please put GRANT NUMBER OWLC-11XX - COST SHARE in the subject line).

### **INSTRUCTIONS**

#### ***IDENTIFYING INFORMATION:***

1. List your organization’s name. If a subgrantee is completing the form, please list first the primary grantee organization followed by the subgrantee organization.
2. **Fill in the Open World Grant Number (e.g., OWLC-1152).**
3. List the theme and dates of your program.
4. Note the date the form is being completed.

#### ***REQUIRED COST SHARE:***

##### ***Homestay value:***

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

***Donated meals:***

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

***Volunteer/host driving in their own cars:***

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

***Volunteer time:***

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

“Subtotal Required Cost Share” will automatically populate.

***OPTIONAL SECTION:***

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

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

## **APPENDIX 4**

### **Glossary of Terms**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Subrecipient (Subgrantee)** - The legal entity to which a subgrant is awarded and which is accountable to the grantee for the use of the funds provided.

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

Suspension -

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

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

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