



**The Open World Leadership Center**

**Handbook for Grantees and Local Host Coordinators**

**The Open World Program**

2019



# OPEN WORLD

## LEADERSHIP CENTER

Dear Host Coordinator:

Thank you for welcoming an Open World delegation to your community. Whether this is your first time hosting for the program or you have been involved for many years, we hope you will find the experience for you and your guests informative and rewarding.

While you will receive a great deal of information from your grantee organization on your role and responsibilities for organizing a professional and cultural program for the Open World delegates, this Handbook for Host Coordinators is meant to highlight the aspects of the program that the Open World Leadership Center finds most critical to success. It stresses Open World's unique place as an agency of the United States Congress and it is important that you understand what this means as well. It also provides a roadmap for ensuring a quality home stay experience for each delegate, arranging for the delegation to meet with Members of Congress and their staff, creating press releases to promote your work, and providing opportunities for the delegation to make formal presentations to their American peers on their professional work. This in turn helps produce positive results.

As you plan the program for the Open World delegates, please remind the presenters, host families, members of the media, and Members of Congress that the Open World Leadership Center is a government agency directly reporting to the U.S. Congress. One of the goals of the Open World Leadership Center is to serve Members of Congress by connecting them and their constituents to political and civic leaders of the participating countries. Since we are nonpartisan and have a mission independent of a particular foreign policy agenda, this distinction allows us to focus on helping you and your communities create enduring partnerships with your guests. By informing those who will be meeting with the Open World delegates of this goal, you will help raise awareness of this valuable congressional initiative. To assist you in this regard, as an attachment to this Handbook, we have prepared the one-page handout "Open World Program – Fast Facts for Presenters and Host Families" that includes a brief description of the Open World Leadership Center and statistics on the Open World program. Along with the information on the delegates, we encourage you to distribute it to those people in your community who will be interacting with the delegation

The staff at the Open World Leadership Center is available to assist you and answer your questions as you prepare for the arrival of the Open World delegates. You will find our contact information at the back of this Handbook. Please accept our deep appreciation for your participation in the program.

Sincerely,

Jane Sargus  
Executive Director

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## 1. Open World Program Overview

### a. *The Open World Leadership Center*

The **Open World Leadership Center**, an independent government agency of the United States Congress, sponsors and funds the **Open World program**, which brings emerging leaders from mostly Eurasian countries to the United States in order to give them firsthand exposure to the American system of participatory democracy and free enterprise. The program allows leaders from Armenia, Azerbaijan, Belarus, Estonia, Georgia, Kazakhstan, Kosovo, Kyrgyzstan, Macedonia, Moldova, Mongolia, Russia, Serbia, Tajikistan, Turkmenistan, Ukraine, and Uzbekistan and their U.S. counterparts to engage constructively in a manner that complements the U.S. Congress's efforts on timely issues such as accountable governance, the environment, health, and rule of law. The principles of accountability, transparency, and citizen involvement in government are among the concepts emphasized by the Open World program.

The Open World Leadership Center seeks to assist Congress in its oversight responsibilities for policy toward this strategically vital region of the world, aid Congress in inter-parliamentary and legislative activities, and support the Eurasian-related interests, projects, and partnerships of citizens throughout the United States. Today the Open World program has more than 28,000 alumni and a network of some 8,300 U.S. host families.

Open World delegates include some of the participating countries' most dynamic, emerging leaders, who are eager to share their experiences with Americans for a mutually beneficial exchange of ideas. The Open World Leadership Center seeks to ensure that delegates:

- Develop an understanding of the role of Congress and state and local legislatures in shaping, overseeing, and/or funding programs and institutions and how citizens and interest groups work to affect the legislative process (federal, state, and local) on issues related to the delegation's theme.
- Develop an understanding of the universe of people who interact with their American professional counterparts and network with those who are interested in maintaining contact beyond the community visit for ongoing cooperation and collaboration. For example, a delegation of mayors and other city officials might meet with their host community's mayor, city council members, key city administrators and mayoral office staff, and local political reporters.
- 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.
- 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.

- Acquire an understanding of the important elements of American civil society in order to make constructive comparisons with civil society in their own country.
- Develop a better understanding of American culture and society and contribute to enhanced American knowledge of their own society, culture, and institutions.

*b. Support Organizations – Roles and Responsibilities*

i. Grantee Organizations

**National Grantee Organizations** (Grantees) recruit local host organizations and local host coordinators to host for the Open World program. They also provide administrative and financial support to the host organizations they recruit. The Open World Leadership Center competitively awards grants each year to a number of nonprofit and governmental organizations to serve as Grantees. For 2019, eleven organizations received grants to administer programs for delegations from Open World countries.

ii. Logistical Support Organizations

The **Open World Leadership Center** administers programs for delegations from the countries of Armenia, Azerbaijan, Belarus, Estonia, Georgia, Kazakhstan, Kosovo, Kyrgyzstan, Macedonia, Moldova, Mongolia, Serbia, Tajikistan, Turkmenistan, and Uzbekistan. American embassies abroad provide logistical support for Open World programs. Embassy staff handle nominations of candidates for the program on Open World’s behalf, select finalists for the program, book all travel to and from the United States and the host communities; facilitate the visa process; group delegations; select and train facilitators;<sup>1</sup> and conduct post-program follow up for Open World. Open World’s staff send participants’ profiles and flight itineraries to Local Host Coordinators and National Grantee Organizations before the U.S. visits; provide guidance once visits are under way; and send post-visit delegation feedback (based on facilitator reports) to Local Host Coordinators and National Grantee Organizations.

**American Councils for International Education** administers programs for delegations from the countries of Russia and Ukraine. American Councils for International Education is Open World’s logistics contractor. Based in Washington, D.C., American Councils specializes in administering exchange programs and has offices across Eurasia and coordinates the logistics for Open World delegations as described above.

For Rule of Law delegations please see Attachment 10- Roles of the Parties Involved in the Open World Rule of Law Program. Please refer to the breakdown above regarding countries for which Open World and American Councils administers.

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<sup>1</sup> Please see Section 4.b – Role of the Facilitator for information on facilitators.

## 2. Key Components of Open World Programs

### a. Home Stays

Staying in a home with an American family is one of the most important and rewarding parts of the Open World program. With few exceptions, all delegates share in this experience, including members of parliament, judges, mayors, and other high-level government officials. As one Member of Parliament commented after his home stay visit, it allowed him to “see America from the inside out.”

While there are no strict criteria to be a host family for the Open World program, the home accommodations offered should provide the delegate a certain degree of privacy and comfort. This would include each delegate having his or her own room with a bed in the home, and in the case of VIP delegates, his or her own bathroom as well. It is also important to consider sensitive cultural issues when placing delegates in home accommodations. For example, home pets are not common in many of the countries from which Open World delegates come, and therefore, our guests may not be comfortable in homes where pets are present. Likewise, delegates are not comfortable with pullout couches, travel air mattresses, or similar sleeping arrangements. Such accommodations should not be considered acceptable. Also, we encourage that the delegates not be placed in families that are a part of the diaspora of that delegate’s home country.

Each home stay experience should be treated as unique and each host family and each delegate brings a different expectation to the experience. Should there be any question as to whether a specific home accommodation is appropriate for a specific delegate, please feel free to consult prior to arrival with the facilitator, your grantee organization representative, or the staff at the Open World Leadership Center. **Open World does not consider the Airbnb experience (or equivalent) to be a valid homestay because it does not provide a true cultural immersion.**

### b. Meetings with Members of Congress

The Open World Leadership Center asks that you request meetings for your participants with your **U.S. Senators and Representative(s) or senior staff**, during the participants’ orientation held in Washington, D.C., or in your community (the district).

The first priority for congressional meetings is Washington, D.C. as the likelihood of meeting with the Member or a senior staffer is higher. If you are unable to secure a Washington meeting, arranging a district meeting is paramount. If you are successful in arranging a meeting in either Washington, D.C. or the district, please inform Maura Shelden at [mshelden@openworld.gov](mailto:mshelden@openworld.gov) regarding the specifics of such meetings. Ideally, each delegation would have one or two strong Congressional meetings while they are in Washington, D.C.; one or more district meetings are also requested, especially if no meetings in D.C. were possible.

Open World is a legislative branch agency that receives funding from Congress’s own budget, so it is important for Members of Congress to be involved in and aware of the activities of the Open World Leadership Center in their constituencies.<sup>[1]</sup> Moreover, because Open World participants

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<sup>[1]</sup> The subcommittees in charge of appropriating funds for Open World are the House Appropriations Subcommittee on the Legislative Branch ([http://appropriations.house.gov/Subcommittees/sub\\_leg.shtml](http://appropriations.house.gov/Subcommittees/sub_leg.shtml)) and the Senate Appropriations Subcommittee on Legislative Branch (<http://appropriations.senate.gov/sc-legislative.cfm>).

come from countries without a tradition of independent legislatures, they benefit from learning firsthand about the workings of our Congress. Such meetings also enable you to tell your congressional representatives about your organization's contributions, through the Open World program, to public diplomacy.

Contact information for your Member of Congress can be found on their official websites by following [www.house.gov](http://www.house.gov) and [www.senate.gov](http://www.senate.gov). The staff at the Open World Leadership Center or your grantee representative can also help you in this regard. A sample email message for requesting a meeting with a Member of Congress is available as Attachment 6. If you have questions or concerns, please contact Open World's Maura Shelden for assistance at [mshelden@openworld.gov](mailto:mshelden@openworld.gov). **Please limit the number of D.C. meetings to no more than two. Please ask for meetings that start between the hours of 1:00 – 3:30 pm.**

**Please include in your post-program report specific details on meetings held in the district offices of Members of Congress, including the topics of discussion and the names and contact information of the staff members with whom the delegates met (if not the Member of Congress). Please try and photograph the meeting and share this with the Open World Leadership Center. Open World may wish to follow-up with the office after the program as part of their general congressional outreach efforts.**

#### *c. Legislative Component*

Most Open World exchanges fall under the broad themes of accountable governance, social issues, and rule of law. 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. Open World also asks local host organizations to set up meetings and other professional activities for their delegates with 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 at the federal, state, and municipal levels 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.

#### *d. Delegate Presentations*

The professional program must include opportunities for the delegates to (a) share their *professional expertise* with their U.S. counterparts and contacts, and (b) present information about their country to the general public. This two-way sharing of information is a key component of the Open World program. Examples of appropriate settings for delegate presentations include:

- Meetings of professional and civic associations
- Public library lectures
- College and graduate school seminars/lectures
- City council and town hall meetings
- Television and radio interviews

#### *e. Media/Publicity Responsibilities*

## ***Writing & Distributing Press Releases to Local Media***

Open World Leadership Center requires local host coordinators to prepare and distribute a press release to local media outlets. This press release is due 2 weeks prior to the arrival of their group in their host city. Please refer to the “Press Release Guide” complete with instructions and the most recent press release template available in Attachment 5. For assistance in writing and editing your press release, please contact Open World’s Staff Members Maura Shelden at [mshelden@openworld.gov](mailto:mshelden@openworld.gov) and Alexa King at [alkin@openworld.gov](mailto:alkin@openworld.gov)

Distribution techniques of press releases varies among each organization including (yet not limited to) email, paid distribution services such as (Newswire, Cision, etc.), re-sharing a press release on your website and social media outlets of Facebook and Twitter.

## ***Press Coverage***

If you are contacted by a journalist that has questions on Open World, please email Maura Shelden at [mshelden@openworld.gov](mailto:mshelden@openworld.gov)

## ***Taking Pictures***

Throughout your experience hosting Open World delegates, please take pictures and visually document your experience. Open World Facilitators are excellent resources for gathering the delegation and organizing our delegates for a group photo.

Specific types of photos we look for include:

- Group photos
  - Photos with congressional district staff
  - Photos at City hall
  - Photos at State House with logo/emblem

We discourage group photos taken with alcohol and/or beverages. Please review “Tips for Capturing Open World Moments” in Attachment 11.

## ***f. Programming for Young Professionals***

Since the Open World program entered its second decade, the Open World Leadership Center has been seeking to include the next generation of emerging leaders in the program. This will include some delegations that are comprised of delegates who are all 30 years old and younger who came of age after the end of the Soviet Union. For such delegations, please include opportunities during the program for the delegates to meet with, both professionally and socially, American young professionals.

## ***g. Local Host Coordinator is responsible for:***

- Ensuring 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.

- Providing local transportation during participants' visits, beginning with pickup at the U.S. final destination airport and ending with delivery to the departure airport.  
**Participants may not take public transportation to a professional activity unless the grantee gets advance approval from Open World, and a local escort must accompany the participants.**
- Providing 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.**
- **Providing each participant and interpreter his or her own private bedroom.** If this cannot be arranged, the grantee must get advance approval from Open World for delegates to share a bedroom. The facilitator and interpreter may not share a bedroom with a delegate under any circumstances.
- Ensuring 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.**
- Preparing an eight-day program for each participant group that reflects the selected Hosting Theme and includes other activities that meet program objectives. Approximately **32 hours** of programming should directly address the Hosting Theme. Time spent in professional sessions with federal, state, county, or local legislators and legislative staff counts toward this total. Cross-cultural activities should be scheduled for weekends and some evenings. A cross-cultural activity is an activity designed to promote exposure and interchange between the delegates and Americans in order to increase their understanding of each other's society, culture, and institutions. Cross-cultural activities include cultural, social, and sports activities.
- Providing 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.
- Tracking results efficiently and regularly report them through the host narrative.

### **3. Post-Program**

#### *a. Post-Program Reporting*

Open World regards post-program reporting as an important vehicle for identifying visit results—both actual and potential—and for assessing our agency’s operations. Grantees are obligated by the terms of their grant awards to ensure that local host organizations submit post-program reports containing the required elements discussed below. **Local host organizations are to use the Host Narrative Form, Program Agenda Form, and Host Family Form provided** (Attachments 7, 3, and 4, respectively). The following materials are to be received by the Open World Leadership Center *within three weeks* of the delegation’s departure (either directly from you or via your Grantee):

- **Host Narrative:** a three- to five-page (or longer) overview of the potential and/or completed results of the local program as described in Section 3.b – Open World Results. The narrative should also include highlights of the professional and cross-cultural activities; any problems; participant feedback on the program from the end-of-visit review session; and your assessment of the facilitator, delegation, and interpreter. **Any contact with Members of Congress and/or congressional staff must be described, and contact information provided.** In many cases, the staff of the Open World Leadership Center will follow up with the office after the conclusion of the program. Be sure to use the Host Narrative Form (Attachment 7).
- **Post-Program Agenda:** a schedule of all activities that took place, including any added or changed mid-program, and any changes in who attended or led the sessions (Attachment 3).
- **Final Host Family Forms:** the names and address of each host family, and the name of each participant (delegate or facilitator) who stayed with the family (Attachment 4). (You do not need to provide biographical information for host families recruited after the pre-visit Host Family Forms were sent to Open World, but please include a note in the Forms or in your cover e-mail message indicating any changes to the list of host families and/or to participant placements with host families that were made after the previous compilation of Host Family Forms was submitted.)
- **Media Results/Deliverables:** You are asked to send the following materials directly and promptly to the Open World Leadership Center *as soon as possible*:
  - **Final Press Release:** Please email your final press release that was sent out to local media by your organization to Maura Shelden at [mshelden@openworld.gov](mailto:mshelden@openworld.gov) and Alexa King at [alkin@openworld.gov](mailto:alkin@openworld.gov)
  - **Press Coverage:** please email links of any articles, TV, or radio coverage featuring an Open World delegation to Maura Shelden at [mshelden@openworld.gov](mailto:mshelden@openworld.gov) and Alexa King at [alkin@openworld.gov](mailto:alkin@openworld.gov)
    - If you only have hard copies of articles, TV, or radio please mail to Maura Shelden at the following address:

Ms. Maura Shelden  
Open World Leadership Center  
101 Independence Ave SE, LA-144

Washington, DC 20540-9980

- **Photos:** Open World requests high-resolution/quality digital photos of delegations that can use on our website, social media, and program documents. Captions and credit information for pictures would be greatly appreciated.
  - Please e-mail photos in JPEG format directly to [owarchive@gmail.com](mailto:owarchive@gmail.com) as soon as available.
    - For pictures of meetings with Members of Congress or congressional staff, promptly e-mail photos to Maura Shelden, [mshelden@openworld.gov](mailto:mshelden@openworld.gov).
    - If you use a photo-sharing site to make your delegation photos available, please send the URL to Alexa King at [alkin@openworld.gov](mailto:alkin@openworld.gov) and also include it in your Host Narrative under “Photos.”
  - If you prefer to send in a photo CD or DVD, please mail it to Alexa King at:

Ms. Alexa King  
American Councils for International Education  
1828 L Street NW, Suite 1200  
Washington, D.C. 20036-5104, Attn: Open World

*b. Open World Results*

To demonstrate Open World’s long-term effectiveness abroad, benefits to Americans, and service to Congress, our agency systematically tracks and follows up on results linked to the program. Open World is structured to identify delegates who are likely to engage in new projects on their return home, as well as delegates and American hosts and professionals who are likely to sustain partnerships that last well beyond the Open World hosting experience. Open World also regularly reports to Congress on program results, and uses information on results to refine the program and build networks of political and civic leaders. The Host Narratives and other information submitted by Local Host Coordinators play an important role in identifying actual and potential program results.

Open World sorts its results into eight categories: Benefits to Americans, Partnerships, Projects, Multipliers, Reciprocal Visits, Press, Contributions, and Professional Advancement. The table on the next page provides descriptions and examples of these categories, and **sets out the Local Host Coordinator’s required role in reporting each type of result.**<sup>2</sup> Host organizations are also *encouraged* to e-mail the Open World at [openworld@openworld.gov](mailto:openworld@openworld.gov) about any *actual* results they learn of through post-visit communications with their participants.

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<sup>2</sup> For more in-depth definitions and examples, please check with your National Grantee Organization.

RESULT	DESCRIPTION	EXAMPLES	HOST 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>Host Narrative</b> is to report on 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 partnerships on e-learning.</li> <li>• Sister-court relationships.</li> <li>• Community-to-community interactions between local 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.</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.</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 multiplier events mentioned by delegates.</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.</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 <b>Open World</b> and the <b>Grantee</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>• The <b>Host</b> <i>must</i> report to the <b>Grantee</b> on contributions (see Host Responsibilities section).</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>• (Open World typically learns about advancement from alumni, but a <b>Host</b> learning of such advancement after the visit is encouraged to report it to <a href="mailto:openworld@openworld.gov">openworld@openworld.gov</a>.</li> </ul>
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*c. Alumni Program*

Due to limitations in our funding, the Open World Leadership Center alumni program is for the most report, dependent on self-reporting by our Grantees and Hosts. Open World seeks to hear from hosts and alumni on any follow-on activity that resulted from the program, particularly in the results categories listed above. In addition to the Host Narrative, Open World is eager to have ongoing reporting regarding any results or potential results of a program. Also, programs that are nominated by the Grantee/Local Host Organization to further partnerships and/or projects are expected to report on the results of their program as such projects develop or are refined over time. Being able to report on meaningful results, such as alumni that are advancing in their career and/or are working for progressive change, to Congress is our key means of reporting on the effect of the Open World Program, and are highly valued by Members of Congress and their staff. Local Host Coordinators, host families, and presenters visiting any Open World country may turn to the Alumni Program for assistance with facilitating alumni meetings and partnership activities, and the program will also consider helping pay for some of the in-country costs of small-scale events. For more information regarding Open World alumni programming, please contact Open World Program Manager Lewis Madanick at 202-707-7219 or [lmad@openworld.gov](mailto:lmad@openworld.gov).

*d. Joining Open World Community*

*i. Social Networking*

*Facebook*

The Open World Leadership Center has a Facebook page, which offers news, photos, and comments on Open World activities. Please like our page at [www.facebook.com/openworldleadershipcenter2](http://www.facebook.com/openworldleadershipcenter2).

*Facebook Groups*

Open World currently administers a closed Facebook group for each country for delegates to connect with alumni from their home country. In addition, closed Facebook groups are established to facilitate ongoing communication among participants, hosts and host families, relevant professional contacts, and Open World staff for the specific hosting date for Russia and Ukraine. Please speak with your Open World contact or alert Alexa King at [alkin@openworld.gov](mailto:alkin@openworld.gov) about being added to the groups for home country and your hosting date.

*Twitter*

Open World uses Twitter to provide up-to-the-minute information about exchanges and to connect with the Open World community. “Follow” us by going to <http://twitter.com/owprogram>

### *Instagram*

Open World uses Instagram to provide photos of our current delegations and connect with the Open World community. “Follow” us by downloading the Instagram app and searching “owprogram” and/or going to <https://www.instagram.com/owprogram/>

### ii. Open World Website

Open World posts many of the press articles and photos that it receives from Local Host Coordinators on its website ([www.openworld.gov](http://www.openworld.gov)). (Open World takes care of obtaining permission to post press articles.) Hosts may also submit personal accounts of their Open World exchanges for posting on Open World’s website: contact Maura Shelden at [mshelden@openworld.gov](mailto:mshelden@openworld.gov) for more information.

## 4. Key Logistical Information

### a. Deadlines/Deliverables

The table below lists the major deadlines for information and document exchange between a Local Host Coordinator and the Open World Leadership Center/American Councils, measured backward from the delegation’s U.S. arrival date (two to three days before the host-community arrival date). **If your Grantee requires you to submit any of the documents to them instead of directly to Open World/American Councils, then please do so with enough lead time for your Grantee to meet the deadlines in this table.** Additional information on documents listed in the table is provided in the sections below on host responsibilities, developing the program agenda, and post-program reporting. **When the grantee submits deliverables to Open World/American Councils, please cc our Interpretation Coordinator Sergei Vladov at [vladov.us@gmail.com](mailto:vladov.us@gmail.com).** Open World and American Councils are responsible for providing the delegate and facilitator profiles and the flight itinerary to the grantee/local host and interpretation coordinator.

<i>Deadline</i>	<i>Local Host Coordinator provides:</i>	<i>Open World provides:</i>
<i>6-8 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, brief bios, pets)</li> <li>Community Profile Form (if requested)</li> </ul>	<ul style="list-style-type: none"> <li>Flight Itineraries</li> </ul>
<i>2 weeks before arrival</i>	<ul style="list-style-type: none"> <li>Updated Program Agenda (with changes highlighted)</li> <li>Press Release</li> </ul>	<ul style="list-style-type: none"> <li>Press release template (included in this handbook)</li> </ul>

	<ul style="list-style-type: none"> <li>• Emergency Contact Information (if different from that on the Updated Program Agenda)</li> </ul>	
<i>3 weeks after departure</i>	<ul style="list-style-type: none"> <li>• Post-program Report (Host Narrative, Post- Program Agenda, Final Host Family Forms, Media Coverage)</li> </ul>	<ul style="list-style-type: none"> <li>• Delegation Feedback on Program to Grantee and Local Host Coordinator</li> </ul>

*b. Interpreters*

Professional interpretation is an essential part of the quality and success of the Open World Program. Open World considers it very important for the interpretation coordinator (Mr. Sergei Vladov, hereinafter - Interpretation Coordinator), the interpreters, the grantees, and the local hosts to work most effectively to advance the success of the program

Open World has two concurrent goals: to provide the best and most professional service to our delegations; and, to do so in the most cost-effective manner.

Therefore:

1. Interpretation Coordinator will identify and contract with professional interpreters with proven work records on Open World, Department of State, or other qualified programs. Interpreters will be selected based on their professional capabilities, their proximity to the host community, and their readiness to stay with a host family, if that option exists. Interpretation Coordinator will be responsible for negotiating the interpreter’s fee and paying the interpreters’ salary.
2. Upon confirmation of the host communities receiving Open World groups, grantee organizations shall provide Interpretation Coordinator with relevant contact information pertaining to each location. Open World/American Councils will provide the interpretation coordinator with the relevant contact information pertaining to each location through the host profile. If the host profile has not been provided, the grantee will provide contact information to the Interpretation Coordinator.
3. Interpretation Coordinator shall provide **grantee organizations** with bios of assigned interpreters in an expedient manner, preferably, no later than two months prior to commencement of the program. Interpretation Coordinator shall provide the grantee organization the gender of the assigned interpreter no later than two months prior to commencement of the program in order to allow local hosts ample time to find a homestay for the interpreter.
4. The local host coordinator is responsible for securing a host family for the visiting interpreter, if available, and if the interpreter has agreed to stay with a host family (these issues will be handled by Interpretation Coordinator and the grantee or local host coordinator, depending on the policy of the grantee). As a general policy, the interpreter should not be placed in the same home with a delegate to preclude interpretation after regularly scheduled work hours.
5. In the event that a home-stay for the visiting interpreter cannot be secured, Interpretation

Coordinator, in close coordination with the local host coordinator, is responsible for making a reservation on behalf of the visiting interpreter at a hotel that is both convenient to the program and at federal government allowable rate or less. Interpretation Coordinator is responsible for prepaying the stay and paying for the hotel costs upon checkout. Any hotel rate above the federal government allowable rate must be approved by Open World prior to booking. Interpretation Coordinator will then inform the coordinator of the visiting interpreter's arrival and departure dates in the host community.

6. The grantee or the host organization may recommend or request that Interpretation Coordinator hire a known local or other interpreter. **The local coordinator and/or grantee organization shall refrain from contacting their favorite interpreters and/or offering or discussing with them potential assignments prior to discussing their candidacies with the Interpretation Coordinator.** These interpreters will be evaluated based on their professional qualifications and the cost-effectiveness of such a hire, and if deemed acceptable, will be hired. If the recommended interpreter is not a local interpreter, Interpretation Coordinator will make the decision regarding the appropriateness of this assignment (in part, based on cost-effectiveness). In cases of disagreement, the Grantee may appeal this decision directly to Open World.
7. If the selected interpreter is not local to the community, Interpretation Coordinator is responsible for all travel costs to and from the location, with the travel to be coordinated by Interpretation Coordinator and the Grantee or local coordinator, depending on the Grantee's policy. During the program, the local coordinator is responsible for arranging transportation for the interpreter from the host family or hotel to the beginning of the day's professional program and return at the end.
8. The interpreter will be responsible for paying for all of his/her meals during the program, and will be reimbursed by Interpretation Coordinator following federal guidelines. The local host coordinator is not responsible for these expenses. Of course, if there are meals provided by hosts/presenters/BBQ's or pot luck, the interpreter is welcome to join these meals if invited and will not bill Interpretation Coordinator for such provided meals. Interpretation Coordinator will also reimburse the interpreters for any allowable and approved miscellaneous expenses.
9. In the event that Interpretation Coordinator hires a local interpreter, said interpreter shall be responsible for his/her own transport to and from the meeting point each business day. The host coordinator will make plans to have the interpreter stay with the group during the day in the same vehicle, as separation from the group increases the likelihood of a disruption in business meetings. At the end of the business day, the coordinator is responsible for returning the interpreter to the morning meeting location.
10. The interpreter will be scheduled and is expected to work all professional and cultural meetings during regular business hours during the work week (usually Monday-Friday). All interpretation during after-hours cultural events is to be handled by the facilitator. In the event the interpreter agrees to stay with the group after hours and/or participate in a cultural or social event, he/she shall do so at his/her own expense. If the Open World delegation arrives in the host community Friday-Sunday, the interpreter will not begin work until Monday.



11. **In the event there is a business meeting/key event scheduled during the arrival weekend or in the evening during the work week, which necessitates overtime work for the interpreter, the Grantee/local host organization will inform Open World and Interpretation Coordinator in advance.** Interpretation Coordinator will only pay for an overtime assignment upon receipt of permission from Open World.
12. **In the event when the host wants the interpreter to provide interpretation during events that are supposed to be paid for, including but not limited to receptions, dinners, sightseeing tours, boat trips and visits to museums, the cost of the interpreter's participation in such events shall be covered by the host organization, as approved by the grantee.**
13. Most groups received by the Open World require consecutive interpretation. In some very rare occasions the OW may allow for additional expenses on hiring simultaneous interpreter(s) and portable equipment. As simultaneous interpretation is compensated at substantially higher rates than consecutive one, the Open World may only agree to it in special circumstances, i.e. for groups of judges and legislators who have to attend court proceedings and legislative hearings. In the event when a host organization believes there is a strong need in simultaneous interpretation, it should submit this request in advance to the national grantee or interpretation coordinator, or directly to the Open World. The interpretation coordinator shall only provide simultaneous interpreter and equipment upon obtaining consent from Open World Program Management. Local hosts and grantee organizations shall refrain from discussing the possibility of the assigned interpreter to provide simultaneous interpretation with the interpreter directly. In the event when a host organization has questions pertaining to the type of interpretation, consecutive vs. simultaneous, these issues should be first discussed with grantee organization and/or Interpretation Coordinator.

We hope that these policies will result in well-coordinated, and more importantly, consistent and high level interpretation at all our program sites.

*c. Open World Facilitators*

Facilitators are English speakers recruited by American embassies or American Councils to accompany Open World delegations. Usually one facilitator is assigned to every five delegates. All facilitators come from the same country as their assigned delegates, and most have studied in the United States for at least a year. The facilitators serve as a cultural guide for the delegates, who are almost always first-time visitors to the United States, and as a cultural bridge between delegates and their U.S. hosts and contacts. Facilitators also provide nontechnical interpretation in informal situations.

**Local host organizations, in coordination with their National Grantee Organization, should contact the assigned program facilitator as soon as his/her contact information has been received from American Councils (Russia and Ukraine) or the Open World Leadership Center.** The facilitator is a valuable resource when planning the program and assigning delegates to host families. Other facilitator duties include:

- accompanying the delegates throughout their international travel and U.S.-based program;

- helping negotiate travel and lodging issues, communicating with the host organization and host families, and assisting with other program activities as needed;
- providing cultural interpretation or explanation as needed;
- reporting to Open World from the host community and after the visit; and
- notifying Open World of any problems or schedule changes.

**Tip:** Meet with the facilitator the day your delegation arrives to explain any program changes and to learn about any concerns or requests the delegates may have.

**Working with facilitators to ensure a successful program:** All facilitators are knowledgeable about the United States and cultural differences that could affect program success. They are instructed to be unbiased and to call the Open World Leadership Center if problems cannot be resolved. Facilitators review all your hosting information and get in touch with delegates before departure, and can help you anticipate delegates' questions or problems.

**Facilitator work hours:** Facilitators are generally expected to accompany delegates whenever requested to do so between 7 a.m. and 9 p.m., beginning on the day of travel to the U.S. arrival city and ending when the delegates arrive in their home country. Open World will provide a cell phone to each facilitator. Please obtain this number directly from the facilitator upon their arrival in the host community.

**Tip:** Delegates are more likely to share concerns about their schedule or lodgings with facilitators than with hosts, so you should consult regularly with the facilitator.

**Facilitator lodging guidelines:** The facilitator is not to share a room with a delegate under any circumstances. If a host family can accommodate a facilitator and one or more delegates, consider placing the facilitator with the highest-ranking delegate(s) or the delegate(s) with the least English.

**Facilitators and interpreting:** Facilitators are available to interpret at informal cross-cultural events and all everyday interactions with host families. They are not to serve as interpreters during group professional activities, as they have been selected for their skills in cross-cultural communication and logistical support, and few are trained interpreters. In unusual circumstances—such as an interpreter becoming sick during an appointment—the facilitator may temporarily provide interpretation support to help group professional activities go smoothly, but this should be avoided whenever possible. A facilitator may also interpret for part of a working lunch, to allow the interpreter time to eat, with the understanding that such interpretation is strictly informal. When delegates participate in individualized activities like job shadowing, a facilitator may interpret if his/her assigned delegate(s) will be familiar enough with what they will be observing to understand without professional interpretation.

**Facilitator reporting:** Facilitators must call or e-mail the Open World Leadership Center one or two days after arriving in the host community and shortly before leaving. Please provide breaks in the program and computer and phone access so that the facilitator can do this reporting.

**The facilitator is required to work with you and your host families to resolve any minor issues with the agenda or homestays. If the Open World Leadership Center can help, please confer with the facilitator and then call 202-707-8943 during business hours (9 a.m. – 5 p.m. Eastern Time)**

***and in emergencies contact Lewis Madanick (202-297-2128) or Matthew Tucker (202-875-4140) after hours. Please also call Open World if you have problems with the facilitator.***

*d. Medical Insurance/Emergency Procedures*

All Open World delegates and facilitators are covered by medical travel insurance while on the Open World program. For delegations where the logistics is managed by the U.S. embassy, the insurance is purchased by the Open World Leadership Center through Seven Corners, Inc. For delegations managed using American Councils, insurance is purchased through Cultural Insurance Services International (CISI). Coverage begins when participants leave their home country and ends on their return. All Open World participants have the same level of coverage. Maximum coverage limits and other details are listed in the participant's insurance card.

Please only take participants to the Emergency Room if it is an emergency. If it is not an emergency situation, we encourage you to take the participants to an urgent care facility or schedule an appointment with a primary care physician. **Before taking a participant to a doctor, please call the number on the participant's insurance card to find out what facilities in your area accept Seven Corners Insurance/CISI.**

Open World participants carry insurance cards with their name and information for care providers on filing a claim. The participant is to present this card when receiving care. Should a provider question or refuse to accept the card and demand immediate payment, please call the Open World Leadership Center (202-707-8943, or Matthew Tucker at 202-875-4140 outside business hours) for claims with Seven Corners, Inc. or American Councils at 1-800-841-7898 (24 hours) for claims with CISI, so that an Open World representative can speak to the provider and pay by credit card. If you are unable to reach someone, please pay the amount requested, then obtain a receipt and send it to the Grantee for direct reimbursement.

**When filling out any patient intake forms at a hospital or medical office, please use the following as the participant's contact address:**

For Open World administered countries:

For Seven Corners, Inc:  
Open World Leadership Center  
101 Independence Avenue, SE  
Washington, D.C. 20540-9980

For American Councils administered countries:

For CISI:  
Open World Program  
American Councils for International Education  
1828 L Street, NW  
Washington, D.C. 20036

This will direct any hospital invoice or medical bill to the Open World Leadership Center or American Councils.

If you have questions about insurance coverage please call Matthew Tucker (202-707-1368) at the Open World Leadership Center.

Emergency Procedures

- Emergencies include instances in which a delegate or a facilitator has suffered a medical emergency, is alleged to have engaged in criminal activity or inappropriate behavior, has been asked to leave a homestay, or has been absent or departed from the program. When in doubt, consider the situation an emergency.
- Provide immediate assistance.
- Contact the proper authorities and professionals (911) in the case of medical emergency, fire, criminal act, etc.
- Call the Open World Leadership Center or American Councils in Washington, D.C., as soon as possible:
- The Open World Leadership Center or American Councils will notify the participant's family members and/or contact people in the participant's home country, as necessary.

Open World Leadership Center:  
During business hours (M-F, 9 AM–5 PM ET):  
Call 202-707-8943 (main phone number)  
**SAY IT IS AN EMERGENCY**  
Ask for an Open World program manager

Evenings and weekends:  
Lewis Madanick (202-297-2128)  
or Matthew Tucker (202-875-4140)

American Councils:  
Call **1-800-841-7898**  
(24-hour hotline)