



# Hosting **Russian Leaders**

Community Guidelines for  
a Successful Experience

American International Health Alliance in cooperation  
with the Open World Program, 2002 Civic Hosting Grant,  
The Center for Russian Leadership

**Hosting**

# **Russian Leaders**

**Community Guidelines for  
a Successful Experience**

**Host Community  
Coordinator Manual**



**American International Health Alliance in  
partnership with the Open World Leadership  
Center Open World Program**

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# Introduction

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The American International Health Alliance (AIHA) is pleased to welcome you as a local host community for its Open World/Community Leadership Development Program, sponsored by the Open World Leadership Center at the United States Library of Congress.

As a host community, you participate in the key component of an ambitious program bringing emerging Russian leaders to communities across the United States. Their visit should provide an opportunity for the leaders to be introduced to the American systems of democracy and free enterprise and to healthcare provision and resources.

During their stay in your community, you will provide your guests with a variety of experiences, including the opportunity to live with host families, learn about your major industries, participate in community cultural activities, gain an understanding of the US healthcare system and components of a healthy community, and meet with political leaders and the media.

Following their stay in your community, the visitors will work together to develop action plans for implementing programs to improve the health and well-being of their cities and towns. Their experiences in your community will be most helpful to them as they conceptualize the various components of a healthy community and learn different tools and strategies for achieving their goals.

This guidebook is designed to provide you with information about the professional program and guidelines to help you prepare for hosting an Open World/Community Leadership Development Program delegation in your community.

## **The American International Health Alliance**

The American International Health Alliance (AIHA) is a non-profit organization, which seeks to advance global health through professional, volunteer-driven partnerships that mobilize communities to better address healthcare priorities, while improving productivity and quality of care. Since 1992, AIHA has established and managed more than 100 such partnerships between highly skilled US healthcare professionals and institutions and their counterparts in Europe and Eurasia. Involving more than 150 US hospitals and health systems and 58 universities and schools of the health professions from 31 states, AIHA partnerships have made a real difference in the lives of healthcare practitioners, their patients and their partner communities both in the United States and in the countries of the former Soviet Union.

In 2002, AIHA partnered with the Open World Leadership Center to become a National Host Organization for the Open World Program and to create its Community Leadership Development Program (CLDP), which engages committed teams of Russian leaders in building a shared vision of health and learning effective strategies for mobilizing their own community resources to achieve this vision. The program pairs targeted Russian communities with US hosts and combines first hand experience in US host communities with specific training and team-building efforts before and after the local hosting program.

Visit the CLDP Web site at:  
[www.openworld-aiha-communityleadership.org](http://www.openworld-aiha-communityleadership.org)  
for more information.

## **The Open World Leadership Center/Open World Program**

The Open World Leadership Center is an independent federal agency that manages the Open World Program—a unique, nonpartisan initiative of the US Congress and the only exchange program housed in the legislative branch. Open World aims to foster mutual understanding between the United States and the countries of the former Soviet Union by building professional relationships and personal friendships among citizens.

During short-term exchanges, emerging Russian leaders experience US democracy and free enterprise in action in communities across the United States. Open World participants, who represent all of the Russia's 89 regions and ethnic groups, learn about the roles and interrelationships of the three different branches and levels of the US government and examine how the US private and nonprofit sectors help meet social and civic needs. An integral part of the program, home stays provide participants with an introduction to American family and community life. The American hosts in turn have the opportunity to hear about the new Russia from the people who are helping to shape it.

Librarian of Congress James H. Billington, a noted Russia expert, provided the vision for Open World in 1999. Congress created the pilot program in 1999 and, in 2000, authorized the establishment of a permanent center to house Open World. The Center is governed by a Board of Trustees, including Dr. Billington (chair), Senate Majority Leader Bill Frist, Sen. Carl Levin, Reps. Amo Houghton and Robert E. “Bud” Cramer, former Rep. James W. Symington, Mr. George Soros, and former Ambassador James F. Collins. Sen. Ted Stevens, the chief sponsor of the program's original legislation, is honorary chair.

The Open World Leadership Center awards grants to National Host Organizations, which plan and implement the Open World Program in collaboration with local partners in host communities throughout the country.

Please visit the Open World Web site at: [www.openworld.gov](http://www.openworld.gov) for additional information on the program and hosting resources.



# Program Overview

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This program brings together teams of Russian leaders representing various sectors of their communities to build a shared vision of health and learn effective strategies for mobilizing their own community resources to achieve this vision. As a result of the program, participants are prepared to successfully translate their experiences into action by applying the strategies and lessons learned to build stronger communities and improve healthcare and related services through a broad range of citizen-based programs and intersectoral partnerships.

The team visiting your community will generally represent a specific city or district in Russia, which was selected based on the regional and municipal leadership's willingness to support the development of a healthy community program in their home town as well as the development of a regional network of healthy communities. This group will be part of a larger delegation of Russian communities from the same region that will be visiting other US host communities. Accompanying each group will be an English-speaking Russian facilitator.

Prior to the exchange, the entire delegation will meet in Moscow for orientation training on the "healthy communities" process for community-based action and strategic planning. During the training, AIHA will help the Russian teams develop preliminary "mission statements" for their community health goals and future activities in their home cities and towns. Following the stay in your community, the groups re-convene in Washington, DC, for additional AIHA training and to create action plans for their own community-based projects.

As a host community, you are responsible for designing and conducting a local program for a

team of Russian leaders that will provide participants with concrete examples of successful community-based health initiatives and hands-on learning opportunities that model the process. Participants in the Open World/CLDP program should come away from their experience in your community with a strengthened capacity to design and implement community health programs, an enhanced understanding of our culture, and a greater awareness of our democratic processes and the relationship between free enterprise and government in our society as they relate to building healthier communities. Specifically, they should:

- ◆ Acquire an understanding of the important elements of a civil society and citizen participation. Acquire an understanding of the important elements of a civil society and citizen participation.
- ◆ Gain an understanding of the roles of government, civic institutions, free enterprise and voluntary organizations as they relate to health and healthy communities.
- ◆ Learn about the US healthcare system and its relationship to government, including financing of healthcare and community health programs.
- ◆ Acquire knowledge about quality mechanisms and the role of private organizations and government in certifying and licensing healthcare programs and facilities.
- ◆ Gain an understanding of the various community services and resources that contribute to the concept of a healthy community.

- ◆ Observe methods that communities and individuals have developed and implemented to incorporate healthy lifestyle components in everyday life.
- ◆ Learn about approaches communities and governments have used to improve community health (e.g., drug and alcohol abuse and HIV/AIDS prevention, smoking cessation, etc.).

## The Healthy Community Model

In their program orientation and before agreeing to participate in the exchange, participants will learn about the healthy communities process, which shares its roots with the World Health Organization's (WHO) Healthy Cities movement.

Healthy communities work to improve health by promoting healthy behaviors and involving citizens as well as public, private, and voluntary agencies and organizations in developing solutions to address community needs. The model builds on the assumption that local infrastructures and policies profoundly affect the overall quality of life for all citizens and that by working together, communities can alter systems and frameworks that create or impede health. The process of involving communities and building strong, committed leaders at the local level not only benefits the community in terms of improved healthcare and related services, but supports the overall development of civil society and an engaged citizenry.

Within the model, health is broadly defined—it is not merely the absence of disease, but encompasses the well-being of an entire population. According to the World Health Organization, a healthy community is one that strives to provide:

**"A healthy city is not one that has achieved a particular level of health status. A healthy city is conscious of health and striving to improve it. Thus, any city can be a 'healthy' city regardless of its health status. What is required is a commitment to health and a process and structure to achieve it."**

*—The World Health Organization*

- ◆ A clean, safe physical environment of high quality (including housing quality).
- ◆ An ecosystem that is stable now and sustainable in the long term.
- ◆ A strong, mutually supportive and non-exploitative community.
- ◆ A high degree of participation and control by the public over the decisions affecting their lives, health and well-being.
- ◆ The meeting of basic needs (for food, water, shelter, income, safety, work) for the city's people.
- ◆ Access to a wide variety of experiences and resources, with the chance for a wide variety of contact, interactions and communication.
- ◆ A diverse, vital and innovative local economy.
- ◆ The encouragement of connections with the past, with the cultural and biological heritage of city (community) dwellers and with other groups and individuals.
- ◆ A form that is compatible with and enhances the preceding characteristics.
- ◆ An optimum level of appropriate public health and sick care services accessible to all.

- ◆ High health status (high levels of positive health and low levels of disease).

While each community is unique and will pursue different objectives, healthy communities follow a series of steps to engage citizens in actively planning to meet their vision of improved community health. This process involves: developing an initi-

ating group of committed leaders; building a coalition for change by involving all sectors of the community; creating a mission and vision consistent with community priorities; developing a strategic plan to achieve this vision based on an assessment of community needs and assets; following through with a realistic action plan; ongoing evaluation; and celebrating successes.



# Host Community Responsibilities

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As a host community, you provide the professional and cultural program for the visiting Russian delegation. AIHA and Open World, via its logistics contractor American Councils, are your partners in this effort and are available to answer questions and otherwise assist you at any time.

This section describes general guidelines for developing the local program, including your primary responsibilities as a host community. Please note that in addition to this guidebook, which is tailored to the specific AIHA program and theme, you will receive a *Hosting Packet* from Open World that provides further guidance and more useful information to prepare for and conduct a successful local program.

A *Community Checklist* is included in this guidebook as Appendix B. Please refer to the checklist throughout the planning process.

## Identify a Local Host Community Coordinator and Planning Committee

Each hosting site must identify a local host community coordinator, who will be responsible for the overall community program. This person will be the main contact with AIHA and will be responsible for all duties described throughout this section and in the *Community Checklist* (Appendix B). Provide the name and contact information for the local host community coordinator to AIHA at least one month in advance of the exchange.

Early in the planning stages, the local host community coordinator should convene a planning committee of community members to help develop and conduct the local program. The planning committee will be useful in helping to identify volunteers who can donate time and expertise to

the professional and cultural program, potential host families, local businesses that could contribute to the program, and other community resources to ensure a successful and memorable experience for participants.

## Arrange the Local Professional and Cultural Program Schedule

The local program must be designed to meet the goals and objectives of the Open World Program as described in the *Program Overview*. As discussed, the program theme is health, with a central goal of having the participants create and sustain healthy communities programs in their home cities. This year, the professional program places a special focus on adolescent risk prevention in the context of healthy communities development.

Thirty-two hours of specific planned activities are required by the Open World Program. A sample schedule is included in this manual (Appendix A) to provide an idea of the general topics and kinds of activities that a delegation should experience during the local program. You are free to change the order of the programming as appropriate; however, efforts should be made to accommodate the general topics, so that all participants are exposed to programming related to: local government and civic institutions; healthcare and community health in the US; community mobilization and volunteerism; prevention programs and services; approaches to healthy lifestyles; and practical skills training. Activities and events should incorporate hands-on learning or observation, as opposed to lectures, as much as possible.

It is important that you make a special effort to include meetings or activities with political leaders and the media in your programming, particularly members of Congress. Detailed information on

how to successfully encourage media coverage of your activities and conduct forums with political leaders is included in this guidebook to help in your planning. (See sections entitled *Engaging the Media* and *Interacting with Political Leaders*.)

The draft or preliminary program schedule should be prepared and sent to AIHA electronically at least one month in advance of the delegation's arrival in your city for review. The local program schedule must be in the format described in the Open World *Hosting Packet* program guidelines (and not in the format of the sample schedule in Appendix A). In particular, the schedule must contain the following information:

- ◆ The date of the delegation's arrival.
- ◆ The names of the delegates for whom the schedule was prepared.
- ◆ The weather conditions the participants should expect during the exchange.
- ◆ The name and contact information of the local host community coordinator.
- ◆ A description of the local host organization.
- ◆ The name and contact information of the host family for each guest.
- ◆ A description of each event, the topics covered (professional, cultural and social) and the types of activities (roundtable, panel, tour, hands-on, shadowing, etc.).
- ◆ The date, time and location of each event/activity.

- ◆ The names and titles of individuals meeting with the delegation.

The schedule should be as detailed as possible so that the delegates can adequately prepare for activities. The draft schedule will be translated and provided to participants for review in advance of the exchange. The program schedule should be adjusted and finalized based on any participant feedback received and sent to AIHA at least one week in advance of the visit. The final schedules will be translated and distributed to the participants in Moscow during their pre-departure orientation. You are responsible for translating any last-minute changes and communicating them to the participants upon arrival. During the program, interpreters and facilitators should be provided with copies of both English and Russian versions of the schedule.

As part of your reporting, immediately following the exchange provide AIHA with a final updated schedule of actual events, including professional activities, meals, cultural and social events, and host family activities.

## **Communicate with Participants in Advance**

About one month in advance of the trip, you will be provided with biographies of each participant that can be used to assist with home stay placement and in developing programming based on their interests. You will also be provided with the names and contact information for the facilitator assigned to each group, with whom you can work to communicate with participants before the trip. (The facilitator is an English-speaking Russian national who is familiar with American culture. He or she accompanies the group to serve as a cultural guide and assist with non-technical language

interpretation in informal situations. See *Working with the Facilitator* below and in the Open World Hosting Packet.)

You are encouraged to contact the facilitator as soon as possible via email to introduce yourself and your community and to request more information about the specific needs and expectations of delegates. The facilitator will act as a go-between and translate any emails, letters or faxes that you wish to share. At the same time, please copy AIHA and American Councils on your communications.

Once you have established initial contact with the delegates via the facilitator, you should encourage host families to also share photos and information about themselves. Families can do this on their own, or you may decide to coordinate all pre-trip communication. Regardless, communication in advance of the trip will help both you and your guests get to know more about one another and make meeting in person even more meaningful.

## **Arrange Home Stays with Local Host Families**

Home stays are a central part of the Open World Program. For most of the participants, this will be their first trip to the United States and living with a host family will be their first opportunity to truly experience life in America. Each activity, including visiting, shopping and sharing, will be unique and will help them develop a new image of America and its people.

The local host community coordinator is responsible for recruiting and coordinating with host families, who provide accommodations for the delegates and the facilitator throughout their stay. Each participant should ideally be provided with a private bedroom and adequate bathroom facilities. If a family hosts more than one delegate, two partici-

pants may share a room as long as they are of the same gender and have separate beds for sleeping. In addition, please be aware that the members of the delegation may be of different professional ranks. If two participants are to share a room, please try to ensure that they are of the same professional rank.

Host families and the environment they create for the visitors are critical to the success of the community program. Some characteristics you may wish to consider in evaluating host applicants are:

- ◆ Previous successful experience in hosting foreign visitors.
- ◆ Involvement in local Sister City or other international activities.
- ◆ Experience with foreign travel.
- ◆ Local community involvement.
- ◆ Interest in world events and ability to view the world from a global perspective.
- ◆ Ability to be flexible in daily routines.
- ◆ Ability to ensure transportation of visitors to central meeting sites in the community and otherwise meet local program requirements.
- ◆ Adequate home facilities; sleeping arrangements for guests should allow for a private room (or at minimum a private bed) for each guest and adequate bathroom facilities.

When placing participants with host families, refer to the individual biographies of each delegate and assign hosts based on mutual professional, family or outside interests. Once host families are select-

ed and assigned to delegates, provide the names, placement and contact information to AIHA. AIHA will provide you with copies the *Host Family Manual* to distribute to each host family. The manual describes the program and offers cultural and practical guidelines for hosting a Russian leader.

Approximately two weeks in advance of the exchange, conduct an orientation session for host families so that they are aware of their responsibilities and have a chance to ask questions. Specific details regarding expectations for meals, transportation, translation, cultural and social activities, etc. should be discussed and agreed upon. Be sure that each host family is aware of the program expectations and establish a system for ongoing communication so that any changes can be quickly and clearly communicated.

In addition, be sure to encourage host families to communicate with their guest (*i.e.*, exchange photos and letters) in advance of the exchange via the facilitator. This can be done individually or coordinated through the local host community coordinator or another volunteer (see *Communicate with Participants in Advance*).

## Arrange Program Logistics

**Meals:** Participants must receive three full meals each day, including those provided in the home by host families or as part of the program (via restaurants, receptions, pot lucks, etc.). It is anticipated that the majority of morning, evening, and weekend meals will be shared with the host family. Participants should *never* be asked to pay for meals or to arrange meals on their own, so it is important that all expectations for providing meals are discussed and agreed upon in advance.

Russians are accustomed to having hot food, including meat, at all meals. They also typically have bread and butter available at most meals and drink hot tea like Americans drink coffee. Items to avoid are spicy foods, cold drinks with lots of ice, fast food, and sandwiches. In Russian culture, lunch is considered the largest meal of the day, so small box lunches or lunches “on the go” should be discouraged. Soup and a hot entree are ideal.

Working meals, including breakfasts and lunches, are not well accepted in Russian culture and should also be avoided as much as possible. When dining at restaurants, it will be helpful if you discuss portion size and a complete meal versus “a la carte.” Buffets are a good dining option because they allow delegates to sample different foods.

For the most part, participants will greatly enjoy simply relaxing around the table to share meals with host families and friends. Organized events, such as barbeques, picnics and pot lucks are also very popular and help demonstrate the idea of community.

**Transportation:** Local transportation must be provided for the participants beginning with their arrival at the airport and ending with their departure to Washington, DC. Adequate transportation for the full delegation of seven to eight Russian participants, an interpreter, and the local coordinator or volunteers will be necessary for the majority of program activities. Participants should never be asked to take public transportation unaccompanied without the approval of AIHA. Many hosts find it useful to rent a 10 or 12 passenger van for the duration of the visit. Host families may also be called upon to provide some transportation as appropriate to the local schedule. Discuss any expectations regarding responsibilities for transportation in advance.

**Interpretation/Communication:** Since most of the visitors will not speak English, professional interpretation by at least one qualified simultaneous or consecutive level interpreter is required for the duration of the professional program. The selected interpreter(s) must be approved in advance of the trip. Provide the resume(s) of your proposed professional interpreter(s) to AIHA at minimum two weeks in advance of the visitors' arrival. If you have trouble locating an appropriate interpreter, contact AIHA for assistance.

To communicate effectively using an interpreter, pause every 20 to 30 words and allow him or her to speak, use complete sentences and phrases, and avoid jargon and slang. Leave out the proper names of people, job titles and organization/company names that are not essential to the conversation (it is much better to communicate this with a business card), and keep in mind that jokes generally do not translate well. Be sure to provide interpreters with agendas, prepared comments, talking points and/or background materials in advance and in both languages if available.

While interpreters must be provided throughout the professional program, they are not required for social activities or at home with host families. The group's facilitator is available to assist with informal communication throughout the program (see *Working with the Facilitator*). In addition, you may also want to ask Russian-speaking volunteers for help during social activities when an interpreter is not available.

Host families can use many creative communication methods to interact with their guests when an interpreter is not available, such as drawing pictures, using phrasebooks, or accessing electronic or free online translators (for example,

[www.translate.ru/text.asp?lang=en](http://www.translate.ru/text.asp?lang=en) and <http://world.altavista.com/>).

### **Materials Translation/Welcome Packets:**

Translate all essential information that you wish to share with the participants at arrival and include this in a welcome packet so that it can be referred to throughout the stay. At minimum, each delegate should be provided with a current, detailed program schedule and an information sheet containing the name of the local host community coordinator, the host families for all delegates and all relevant information about how to contact people who will be involved with them during their stay.

Each participant should also be provided with a card containing the written names of all of the members of his or her host family and their contact information in both English and Russian. Your guest should carry this at all times to assist if he or she becomes separated from the group or needs to be contacted at the host home.

Any important house rules that participants will be expected to follow should also be translated in advance and included in the guest's welcome packet. Some examples are:

- ◆ Daily schedules, including the time when the family gets up and goes to bed, meal times and types of foods served at meals.
- ◆ Where smoking is or is not allowed (guests will understand if smoking outside is an expectation).
- ◆ Expectations regarding phone and Internet use.
- ◆ If you have preferences regarding alcohol consumption in the home.

- ◆ Whether or not the bathroom door is left open when it is not being used (traditionally, they will close it when they leave).

In addition to the necessary translated informational materials, sometimes hosts find it convenient to welcome their guests with small, useful gifts, such as toiletries or disposable cameras. You can decide in advance if you would like to offer these items and include them in the welcome packet. A \$5.00 calling card and instructions for using it will be provided. Please include these in the welcome packet.

The delegates will appreciate any efforts to provide them with translated materials relevant to the professional program that they can refer to and use when they return. Mission statements of organizations, technical reference materials or articles and planning tools are some examples. Be sure to provide the interpreters with all translated materials in both English and Russian to ensure the best communication and most accurate translation.

### **Preparation for Per Diem and Travel**

**Reimbursement:** As part of the Open World program, all participants get a small per diem for miscellaneous expenses amounting to \$100 for each delegate and \$600 for each facilitator. In addition, all participants receive reimbursement for their domestic travel costs in Russia to and from Moscow. Due to Russian tax laws, the per diem and travel reimbursements need to be provided to participants in the US and not in Russia. Because the participants will travel directly to your community from Moscow, these funds will generally need to be distributed in your community at the beginning of the visit.

A couple of weeks prior to arrival, the host community organization will receive an advance of

funds for the estimated amount to be distributed to participants. AIHA will provide a spreadsheet, or manifest, of the specific amount that each participant should receive via email approximately one day before the delegation's arrival. The local host community coordinator should print the manifest, provide each participant the correct amount in cash and collect their signatures directly on the manifest to indicate receipt of the funds. Immediately send the original manifest to AIHA via overnight mail, keeping a copy for yourself. AIHA will then reconcile the actual amount distributed with the amount advanced for this purpose.

As you plan logistics for the local program, you should also make preparations for distributing these funds on behalf of Open World. Refer to your agreement with AIHA or its subgrantee for more information.

**Social and Cultural Activities:** In addition to the professional program, social and cultural activities should be arranged and included in the schedule. Weekend or evening gatherings with host families and community members, such as picnics, pot lucks, barbeques, sporting events and dances are often the most memorable events for the visitors.

Russians enjoy singing and dancing and will enjoy sharing some of their lively culture with you. Russians also have a tradition of presenting long and “flowery” toasts at social events. This is frequently done with a glass of vodka or cognac. You may also wish to stand and present a similar toast.

The time spent alone with host families is also important. Activities could include going to religious services, high school athletic events, musical performances, outdoor recreation, community celebrations, art galleries and historical sites.

Shopping is certain to be one of the most popular activities among the Russians. It will be important to consider their expectations for shopping and to ensure that a zest for shopping does not overtake other areas of the program. You may want to organize a group trip to the mall or a large department store such as Walmart. Before heading out on a shopping trip, be sure to explain differences in clothing size and items that use electricity, and cultural differences (see *Host Family Manual* for more information).

**Press Release and Media Kit:** Generating media involvement in your program will serve to both highlight the efforts of your community and the Russian delegates and act as an educational tool for the participants, who will be encouraged to use media in promoting their own healthy communities programs when they return. One expectation of the program is that your community issue a press release and hold a media event. Information on developing a media kit, writing press releases, and other preparations for media events is provided in the *Engaging the Media* section (page 13). In addition, AIHA and Open World are available and ready to work with you on your public relations efforts. Please remember to provide copies of any news clips or media reports generated from your activities as part of your post-program report.

**Photographs and Videos:** In addition to media coverage, photographs, quotes, and other recorded memorabilia are important to demonstrate the impact of your program and publicize your efforts. Be sure to plan for recording your activities through photographs, videotaping, and collecting quotes. This information will be valuable both for future reference and to include in your final reporting.

**Volunteers:** The Open World Program has been able to achieve much success due to the generous voluntary contributions of host communities that offer their homes, time and talent to ensure a rich and memorable experience for the Russian participants. Starting with the planning committee, you can begin to recruit community volunteers who are willing to donate their time and expertise to assist throughout the local professional, cultural, and social program. You may want to make a special effort to enlist support from some Russian-speaking volunteers to help with informal conversation or specific activities. You may also decide to approach local businesses or organizations to obtain contributions of support for the program. For example, past hosts have been successful in getting discounted or free tickets to cultural events, finding sponsors for receptions, obtaining donated space for meetings, etc.

Your efforts in this regard will truly complement the healthy communities program by actively demonstrating the spirit of volunteerism and its importance in your community. Please remember to capture all volunteer contributions to the program and report them in your Statement of In-Kind Contributions.

## Conduct the Program

**Meeting the Delegation:** Welcoming the delegates with a special event will certainly create a warm reception for their stay in your city. They will likely be feeling some level of excitement and anxiety, so your efforts will help set a positive tone for the exchange and make a wonderful impression. Your welcome could take place at the airport—a welcome sign or group picture under the airport’s “Welcome to the City of xxx” sign can be a great ice breaker for the group—or your community could choose to host a small gathering or



pot luck for your guests at a host home or another location. Decide in advance how you will welcome your delegates based on the travel schedule. If you are meeting at the airport, keep in mind that planes do not always arrive on time. It is a good idea to check with the airline beforehand in case there is a delay.

Upon arrival (or shortly after), provide participants with the welcome packets you prepared so that they can refer to the information later. If your community decides to present flowers or gifts at the airport or at a group reception, be sure that this is done consistently for all guests.

As soon as possible after the delegation's arrival, meet with the facilitator to explain additions or changes to the program schedule and ask about any concerns or special requests the participants may have. Depending on the flight, the participants may not have eaten for several hours and will be hungry. Check the flight schedule and arrange for an evening meal as appropriate. If arrival is late in the evening, a light snack may be all that is needed.

To help the participants and host families settle in and get to know one another, arrange some initial time to allow for informal conversation at individual host homes with the aid of the group's facilitator, an interpreter, or another Russian speaker.

**Down Time/Rest:** The participants are certain to be tired when they arrive. Their travel time will be extensive, and the time difference between Russia and the US is significant. (There are 13 time zones in Russia—Moscow is eight hours ahead of Eastern Standard Time.) You should plan time for rest soon after arrival and do not expect the participants to engage in extended social activities on the first or even second day.

**Community Welcome/Orientation:** During the first program day, set aside some time to orient the participants to your community and to review logistics and expectations for the visit. Ask participants about any specific needs that they may have and encourage their questions.

### **Per Diem and Travel Reimbursement**

**Distribution:** During the first program day, the local host community coordinator should provide each participant with the Open World per diem and domestic travel reimbursement based on the manifest forwarded by American Councils via AIHA (see *Preparation for Per Diem and Travel Reimbursement* page 12). The participants should receive these funds as early as possible in the program to allow for the purchase of any needed incidentals during the visit. Each participant must sign the manifest indicating receipt of the funds, and facilitators can assist in this process. The original manifest must be immediately sent to AIHA for reconciliation via overnight mail.

**Daily Debriefings:** Toward the end of each day, the local host community coordinator should lead a short debriefing session to recap the main concepts addressed and encourage discussion. This debriefing will also offer an opportunity for you to get feedback and ensure that the program is meeting participants' needs and expectations.

**Gift Giving:** Sharing gifts of friendship and those that represent cultural heritage is popular in Russian society. The participants will be certain to want to give such gifts to community members and host families. Be aware that you may be requested to help the guests with identifying key individuals for receiving these symbolic gifts. Your community may also want to reciprocate with some small gifts (see *Welcome Packet* page 14).

**Working with the Facilitator:** The group's facilitator is responsible for accompanying the group for the duration of the program, communicating with host organization and host family, providing cultural explanation or interpretation, and assisting with other program activities as needed. Facilitators should not be responsible for consecutive or simultaneous translation at official professional meetings and site visits.

It is important to work with the facilitator to ensure a successful program by contacting him or her prior to the visit and communicating with them regularly throughout the program. Keep in mind that participants are more likely to share concerns about their schedule or accommodations with facilitators than directly with their hosts.

**Problems and Emergencies:** If a delegate or the facilitator is involved in an emergency situation, such as a medical emergency or fire, provide immediate assistance and contact the appropriate authorities and/or professionals (*i.e.*, call 911). At the first opportunity after he or she is safe, with the help of the facilitator immediately notify AIHA and American Councils to assist in resolving an emergency situation. The 24 hour Open World emergency telephone number is 1-800-579-7961. An Open World incident report should also be completed and sent to American Councils. Examples of emergency situations are:

- ◆ Any medical situation beyond a common illness that cannot be treated routinely.
- ◆ Any event where the participant or facilitator is an alleged victim, perpetrator or witness of a crime.

- ◆ Any time when a participant or facilitator is lost or missing for more than two hours
- ◆ Any time a participant or facilitator is involved in inappropriate behavior.

Participants are provided with limited traveler insurance coverage that will protect them in case of medical emergencies, including hospitalization. However, individual participants are responsible for costs not covered by the group plan. Participants received this information during their program orientation. (See *Hosting Packet* from Open World for more information.)

If a non-emergency problem arises, immediately consult with the group's facilitator to assist in resolving the issue and determine if there is a need to seek further assistance from AIHA or American Councils. Often problems that may surface are due to cultural misunderstandings that can be easily and quickly addressed.

### **Evaluation and Discussion of Future**

**Collaboration:** Following the end of the professional program, arrange time to discuss the overall exchange with the participants. If possible, invite the professionals and other community leaders who met with the delegation to participate. In the discussion, talk about the parts of the program that were most useful and how they can be applied to the delegates' future plans. Be sure to address any potential areas of possible collaboration and ask what your community, AIHA, or Open World can do to support their efforts. Provide a description of the discussion and any outcomes in your post-program summary.

In addition, each Russian participant should be asked to complete a Participant Satisfaction Survey. (A copy of the form in English is available in

Appendix C. The Russian translation of the form will be provided within two weeks in advance of the exchange.) In order to allow the participants the comfort of anonymity and confidentiality, it is recommended that you have the group's Russian facilitator administer the surveys, collect the forms and turn them in to the local host community coordinator. Provide the completed forms to AIHA along with the post-program reports.

**Farewell Event:** On the last program day, be sure to schedule time for holding a farewell dinner or other end-of-program event. Closure is important in Russian culture, and the delegation will greatly appreciate a formal opportunity to say goodbye to their hosts. Your guests may want to make short speeches or toasts. The event does not need to be extravagant; often a pot luck dinner is enough.

**Departure:** After spending time in your community, participants will likely have more to bring home than they arrived with and will need to be aware of airline luggage restrictions. Due to airport security, participants should also be reminded to pack any sharp objects in their checked luggage rather than in their carry-on bag and not to lock or wrap their baggage with tape or other packaging to avoid damage. The delegation will need plenty of time to check in and arrive at the gate. Depending on the departure time and season, 90 minutes to two hours are recommended.

## Assess and Report on the Program

Within one week of the group's departure, the local planning committee should meet to assess the program and provide input on the required program reports. The local host community coordinator is responsible for collecting/completing the

following required reports and submitting them to AIHA (electronically whenever possible) within two weeks of the conclusion of the exchange:

- ◆ **Post-Program Summary**—A two to five page narrative report of the local program, including a description of highlights or memorable events, an evaluation of results, a description of any problems that may have occurred, recommendations for the future, a list of any contact with key political or community leaders and description of the interaction, and a list of any media coverage/efforts.
- ◆ **Final Program Schedule**—An updated final schedule of actual events, including professional activities, meals, cultural and social events, and host family activities.
- ◆ **Media Reports and Photographs**—Copies of news or media articles (including the name and location of the newspaper or publication, date of publication, and page number) and photographs, videotapes, and quotes (*e.g.*, from community leaders and political representatives). Provide a brief description of the photos and videos for context.
- ◆ **Participant Satisfaction Surveys**—Survey forms (Appendix C) completed by each participant.
- ◆ **Host Community Satisfaction Survey**—Survey form (Appendix D) completed by planning committee and local host community coordinator.
- ◆ **Host Family Satisfaction Surveys**—Survey forms (Appendix E) completed by each host family.

- ◆ Statement of In-Kind Contributions—Statement of the estimated amount of in-kind or donated costs contributed to the program (e.g., value of home stays, donated meals, donated time for professional services, transportation, etc.).
- ◆ Statement of Expenditure Forms—Tax information forms denoting costs paid with grant funds for each participant. (Donated costs should not be reported on this form.)

All of the above information is important to assure that we are meeting the expectations of our guests and our program grant and that you, the host community, are receiving the support services that you need to deliver a successful program. Note that any submitted items will become the property of AIHA and may be posted to the Web, used in publications and/or shared with others, including the Open World Leadership Center at the Library of Congress.

# Engaging the Media

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In this era of globalization, there is considerable interest in foreign guests. Many people in your community have dedicated significant time and resources to ensure a successful program for the delegates, by welcoming them into your city, opening your homes and sharing information about your health systems and processes. The efforts of your community should not go unnoticed.

The press can also be a resource in creating a positive image of your community and our country among the Russians. This recognition of your guests' presence in the community will be a source of personal acknowledgement for them and an important part of their message when they return home.

Use of the media should also serve as an educational tool in the participants' program. In their orientation about healthy communities, your visitors will be encouraged to use the media to promote their activities and encourage personal responsibility for health and healthy lifestyles. Observing your use of the media can serve as a prototype for their efforts.

## When to Contact the Press

- ◆ Two weeks in advance of the visit send a press release. To obtain a meaningful story and action photos, the press may wish to participate in some of the group's activities, including the group's arrival. The early notification will allow time to schedule reporters.
- ◆ Two to three days in advance of the group's arrival or specific media event send a second press release as a reminder and follow-up with phone calls to editors or reporters encouraging their participation and answering any questions.

## Who to Contact and Who to Involve

- ◆ Press—Have available a list of contacts, phone numbers and fax numbers of all local and electronic media. Personal contacts with key media personnel will enhance the interest of the media in covering your story.
- ◆ Local Spokesperson—Identify a local spokesperson who will serve as the lead contact for press relations. This person should be knowledgeable about the program and have effective media communication skills.
- ◆ Guests—Identify a lead spokesperson for the visitors in advance. Since all of the visitors will be from a specific city, you can assume that one person will be identified as the formal or informal leader based on experience or leadership status in their community. Be sure that this person has a chance to prepare with an interpreter.

Identify a second spokesperson who may be a healthy community program leader or advocate and who can address the group's expected outcomes from the visit.

## What to Send to the Media/Press Releases

- ◆ All information presented to the media should be brief and concise. The first paragraph of a press release should clearly address your message and entice the recipient to read the entire release.
- ◆ Your release should be no more than two to three pages and should address: **who** is involved; **what** is happening; **when** it will happen; **where** it is occurring; and **why** it is

happening. Also include a name and phone number to call for any questions. Be sure all information is accurate.

- ◆ If more information is relevant, attach an information sheet.

### **Prepare the Spokesperson for an Interview/Media Event**

- ◆ Identify the messages you wish to communicate to the public and help the spokesperson identify ways to include this in the interview.
- ◆ Anticipate the types of questions and information that the media will be seeking and share this with the spokesperson and the rest of the group.
- ◆ Encourage the spokesperson to give honest, clear answers in a cooperative manner.
- ◆ If an answer to a question is not known, have the spokesperson offer to follow up later with the correct information.
- ◆ Discuss your plans with the interpreter and provide him or her with any prepared remarks or talking points in both languages to assist in the interview and ensure the best possible communication.

### **Prepare for the Media Event**

- ◆ Determine if there are any appropriate materials to be distributed to the media (the history and definition of healthy communities included in this manual may be a resource to educate the media).
- ◆ Prepare a media kit (include any information about other international activities in which

your community is involved, including your health partnership or Sister City relationships, also include background on the Open World Program and AIHA).

- ◆ Have a staffed sign-in area for the media.
- ◆ Explain the necessity of using an interpreter and introduce the interpreter(s).
- ◆ Ask the media to advise the guests and spokesperson of the general nature of their questions, how they will direct the camera when using an interpreter and other relevant concerns.
- ◆ Have a spokesperson available and prepared to speak when the media arrives.
- ◆ If there is no photographer accompanying the reporter(s), have interesting photographs available to distribute or offer to provide photographs.

### **Follow Up**

- ◆ Send a news release to any reporters who were not able to attend the event.
- ◆ Use the event to identify important information that can be presented in a follow-up story for your local community newspapers.
- ◆ Send notes to key media personnel thanking them for their coverage.

# Interacting with Political Leaders

---

The participation and support of political leaders at all levels—local, regional, state and national—is key to the success of any program. Therefore, it is important to invite such leaders to all media events.

During their stay in the communities, the visitors are expected to participate in one or more events involving local/state political leaders in particular. To plan for such events, you can refer to the steps described in the section “Engaging the Media,” as these also apply to work with political leaders. To be successful in your interaction with them, also consider the following:

## Preparation

- ◆ Identify a person to be the volunteer coordinator for the political leaders’ event.
- ◆ Identify a convenient time you believe political leaders will be available. You may wish to confirm by contacting their offices in advance.
- ◆ Select a place for the event that will allow the type of interaction that you think will be most effective.
- ◆ Structure the event by identifying the spokesperson(s).
- ◆ Have a clear goal of what you hope to accomplish.
- ◆ Prepare a brief information sheet that describes your organization and includes information about the delegation, the Open World Program, American International Health Alliance, the local program and the expected outcomes of both the community visit and the overall program.

## Invitation

- ◆ The invitation should be clear about the time and location, the guests who will be present, the purpose of your event and the information needed to reach the key contact for the event.
- ◆ If possible, the invitation should be sent 30 days in advance of the event.
- ◆ Within a week of the event, make a follow-up phone call to determine interest and seek commitment to attend the event.
- ◆ During the follow-up phone call, offer to send out briefing information.

## The Message

- ◆ Be brief.
- ◆ Help the political leaders understand the group’s goal of creating a healthy community in their city.
- ◆ Clarify your role and the roles of the Open World Program and the American International Health Alliance in achieving the group’s goals.
- ◆ Briefly outline the goals for the participants as they visit your city.
- ◆ Briefly describe any anecdotes from previous international programs that will support the significance of international activities.
- ◆ Identify how the political leaders can be helpful to the program. For example, they can assist in identifying resources and building support.



## **The Event**

- ◆ Create an environment that will set the stage for positive interaction (flags of both countries can add a nice touch).
- ◆ Have a place where the invitees can check in and get answers to questions. Provide additional copies of briefing information.
- ◆ Be prepared to introduce key people.

- ◆ Anticipate that the time commitment of political leaders will be limited.
- ◆ Follow the schedule in a timely manner.

## **Follow Up**

- ◆ Send brief thank you notes to the political leaders.
- ◆ Write a follow-up article for your newsletter and other appropriate local publications.

# Appendix A: Sample Schedule

This sample schedule is intended to briefly illustrate the kinds of activities a delegation should experience during the exchange. Actual program schedules should provide details, regarding speakers, locations, and purpose of the activity, and be submitted in the Open World format.

## Local Hosting Program: US Host Communities

<b>Wednesday</b>	<b>Day 1—Travel Day/ Community Welcome</b>
Morning	Depart Moscow for US
Evening	Arrive in US host state “Welcome” by host community/host families (e.g., pot luck or reception)
<b>Thursday</b>	<b>Day 2—Local Government and Civic Institutions</b>
8:30	Breakfast
9:30	Orientation to host community/local program <ul style="list-style-type: none"> <li>■ Review schedule, logistics, and expectations</li> <li>■ Provide overview of healthy communities/adolescent health activities</li> <li>■ Distribute participant per diem and travel reimbursements</li> <li>■ Describe local business sector, local government/political structure, social and healthcare services, and cultural institutions</li> </ul>
1:00	Lunch
2:30	Meet with Mayor or City Manager and Council Members <ul style="list-style-type: none"> <li>■ Discuss role of local government in adolescent and community health</li> <li>■ Attend City Council meeting</li> </ul>
4:30	Media event with community leaders
5:30	Summary of the day and overview of next day’s activities
6:00	Home with host families/dinner
<b>Friday</b>	<b>Day 3—Community Health Overview</b>
8:30	Breakfast
9:30	Role of public health agencies in adolescent health (discussion) <ul style="list-style-type: none"> <li>■ Structure, programs, target populations, financing, planning process</li> </ul>
11:00	Visit hospital facilities and clinics <ul style="list-style-type: none"> <li>■ Alcohol and drug treatment, mental health, HIV/AIDS treatment</li> </ul>
1:00	Lunch
2:30	Volunteerism and community mobilization (discussion and hands-on activity) <ul style="list-style-type: none"> <li>■ Roles of civic groups, business leaders, community organizations, media, churchgroups, etc.</li> <li>■ Intersectoral collaboration and planning</li> <li>■ Involving volunteers</li> <li>■ Involving the media</li> </ul>
5:30	Summary of the day and overview of weekend and next week’s activities
6:00	Home with host families/dinner

<b>Saturday</b> All Day	<b>Day 4—Cultural Day/Community Day</b> City tour <ul style="list-style-type: none"> <li>■ Participate in community health-related activity (e.g., beach cleaning, health fair, youth event)</li> <li>■ Cultural activity (e.g., visit cultural site, museum, theatre, etc.)</li> </ul>
<b>Sunday</b> All Day	<b>Day 5—Family Day</b> Activities with host families (e.g., church services, sports, biking, hiking, shopping, etc.) Social event with host families (e.g., picnic/barbeque)
<b>Monday</b> 8:30 9:30     12:00 1:30   5:30 6:00	<b>Day 6—Prevention Programs and Services</b> Breakfast Approaches to healthy lifestyles and adolescent risk prevention— Review mission statements, planning processes, community mobilization and financing strategies related to: <ul style="list-style-type: none"> <li>■ Substance abuse programs/alcohol and drug prevention</li> <li>■ HIV/AIDS prevention</li> <li>■ Healthy eating</li> <li>■ Recreation (e.g., community leagues, sports associations)</li> <li>■ Smoking cessation</li> <li>■ Violence intervention/gangs</li> <li>■ Family planning/teen pregnancy programs</li> </ul> Lunch Community and school-based prevention programs <ul style="list-style-type: none"> <li>■ Tour educational facility and attend program session (e.g., D.A.R.E.)</li> <li>■ Visit community-based program and participate in hands-on activity</li> </ul> Summary of the day and overview of next day's activities Home with host families/dinner
<b>Tuesday</b> 8:30 9:30   1:00 2:30 4:00   5:00 9:00	<b>Day 7—Practical Skills Training and Program Wrap-up</b> Breakfast Break into sub-groups for peer professional mentoring through side-by-side training or job shadowing Lunch Continue professional mentoring Local program wrap-up <ul style="list-style-type: none"> <li>■ Debrief and evaluate local program</li> <li>■ Discussion of future plans and possible collaboration</li> </ul> Farewell event with host families and community leadership/dinner Home with host families
<b>Wednesday</b> Morning Afternoon	<b>Day 8—Travel Day</b> Depart host community Arrive in Washington, DC Participant registration

# Appendix B: Host Community Checklist

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## **Two months in advance:**

- ☐ Identify local host community coordinator and send contact information to AIHA.
  - ☐ Organize and orient a planning committee.
  - ☐ Begin developing preliminary local program in accordance with sample schedule/program guidelines.
  - ☐ Begin recruiting host families and volunteers.
  - ☐ Write host community profile and send electronically to AIHA.
  - ☐ Prepare community welcome letter and send to participants electronically via AIHA.
- 

## **One month in advance:**

- ☐ Send preliminary program schedule electronically to AIHA.
  - ☐ Finalize home stay arrangements and provide host families with manuals and guidance.
  - ☐ Contact Open World delegation facilitator to communicate with participants in advance of the visit.  
(Discuss expectations, exchange photos and host family information, etc.)
  - ☐ Arrange logistics for the local program in accordance with guidelines including:
    - ☐ Professional interpretation
    - ☐ Transportation
    - ☐ Meals
    - ☐ Distribution of per diems/travel reimbursements
    - ☐ Presenters and site visits
    - ☐ Meeting space
    - ☐ Media events
    - ☐ Interaction with political and community leaders
    - ☐ Materials translation
    - ☐ Photographs/videos
- 

## **Two weeks in advance:**

- ☐ Send resume of selected interpreter to AIHA for approval.
  - ☐ Finalize local schedule based on delegate feedback and provide final version to AIHA.
  - ☐ Conduct host family orientation and agree on specific responsibilities.
  - ☐ Send final list of home stay assignments to AIHA, including contact information for each host family and emergency host coordinator contact.
  - ☐ Translate information sheets, contents of welcome packets, and other handouts.
- 

## **One week in advance:**

- ☐ Confirm all program arrangements.
  - ☐ Prepare welcome packets.
  - ☐ Send press release and prepare Media Kit.
  - ☐ Notify AIHA of any last-minute changes.
- 

## **Arrival Day:**

- ☐ Meet delegation at the airport and transport to host family homes or reception site.
  - ☐ Check in with facilitator to explain any schedule changes and ask about special needs.
  - ☐ Ensure facilitated communication between delegates and host families.
-

**First program day:**

- ☐ Discuss local program and expectations with participants.
  - ☐ Distribute per diem and travel reimbursements to participants and facilitator, collect their signatures on manifest, and return documentation to AIHA via overnight mail.
- 

**Last program day:**

- ☐ Debrief and evaluate local program with participants and discuss future collaboration.
  - ☐ Conduct farewell event.
- 

**Departure day:**

- ☐ Transport participants to airport.
- 

**Immediately following exchange:**

- ☐ Debrief program with host committee and complete host community evaluation form.
- ☐ Prepare/collect and send all of the following to AIHA:
  - ☐ Post-program summary (2–5 page narrative report)
  - ☐ Final program schedule (of actual events)
  - ☐ Statement of expenditure forms (for each participant)
  - ☐ In-kind contribution form
  - ☐ Participant satisfaction surveys
  - ☐ Host community satisfaction survey
  - ☐ Host family satisfaction surveys
  - ☐ News/media articles, quotes, photos, and videos

## Appendix C: Participant Satisfaction Survey

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Your name: \_\_\_\_\_

Host city: \_\_\_\_\_

1. Overall, how would you rate your experience in the host community?

Circle one:     1       2       3       4       5       (Scale: 1 = very unsatisfactory; 5 = very good)

Please explain: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

2. How would you rate your experience with the host family?

Circle one:     1       2       3       4       5       (Scale: 1 = very unsatisfactory; 5 = very good)

Please explain: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

3. Please evaluate the quality of the professional program.

Circle one:     1       2       3       4       5       (Scale: 1 = very unsatisfactory; 5 = very good)

Please explain: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

4. Please evaluate the quality of the cultural program/activities.

Circle one:     1       2       3       4       5       (Scale: 1 = very unsatisfactory; 5 = very good)

Please explain: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

5. Please evaluate the quality of professional interpretation services provided in the host community.

Circle one:     1       2       3       4       5       (Scale: 1 = very unsatisfactory; 5 = very good)

Please explain: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

6. Were there any highlights of your visit that were particularly memorable or meaningful?

Circle one: 1 = No 2 = Yes

Please explain: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

7. Are there any areas of the local program that need improvement?

Circle one: 1 = No 2 = Yes

Please explain: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



## Appendix D: Host Community Satisfaction Survey

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Please return this form and a 2 to 5 page narrative report of the group's experiences to AIHA. Include an updated final program schedule (of actual events), information on any contact with the media and political/community leaders, and copies of articles, photographs, videos, etc.

Your name: \_\_\_\_\_

Host city: \_\_\_\_\_

1. Overall, how would you rate your experience as a host community?

Circle one:    1        2        3        4        5        (Scale: 1 = very unsatisfactory; 5 = very good)

Please explain: \_\_\_\_\_

\_\_\_\_\_

2. Were there any highlights of your visit that were particularly memorable or meaningful?

Circle one:    1 = No    2 = Yes

Please explain: \_\_\_\_\_

\_\_\_\_\_

3. How would you rate the program in meeting the delegates' needs and expectations?

Circle one:    1        2        3        4        5        (Scale: 1 = very unsatisfactory; 5 = very good)

Please explain: \_\_\_\_\_

\_\_\_\_\_

4. Please describe your overall impression of the visitors' attitude and motivation to participate in program activities.

Circle one:    1        2        3        4        5        (Scale: 1 = very unsatisfactory; 5 = very good)

Please explain: \_\_\_\_\_

\_\_\_\_\_

5. Did you contact your guest in advance of the exchange? Circle one:    1 = No    2 = Yes

Please explain: \_\_\_\_\_

\_\_\_\_\_

6. Did you experience any problems with your guest (cultural, emergency, other)?

Circle one:    1 = No    2 = Yes

Please explain: \_\_\_\_\_

\_\_\_\_\_

7. How would you rate the quality of service provided by the Open World facilitator?

Circle one: 1 2 3 4 5 (Scale: 1 = very unsatisfactory; 5 = very good)

Please explain: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

8. How would you rate the quality of service provided by AIHA?

Circle one: 1 2 3 4 5 (Scale: 1 = very unsatisfactory; 5 = very good)

Please explain: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

9. How would you rate the usefulness of the information and materials provided by AIHA/Open World in helping you prepare for the visit?

Circle one: 1 2 3 4 5 (Scale: 1 = very unsatisfactory; 5 = very good)

Please explain: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

10. Is there anything AIHA or American Councils could have done to improve your hosting experience?

Circle one: 1 = No 2 = Yes

Please explain: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

11. Is there anything you would change in the local program schedule or do differently to prepare for the exchange?

Circle one: 1 = No 2 = Yes

Please explain: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

12. Do you have plans to continue contact with the delegates? Circle all that apply:

1 = Yes, I/we plan to collaborate in future program activities.

2 = Yes, I/we plan on visiting them in Russia.

3 = Yes, via letters, email/Internet, or telephone.

4 = Not at this time.

13. Would you consider hosting another Open World delegation in the future?

Circle one: 1 = No 2 = Yes

Why or why not: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## Appendix E: Host Family Satisfaction Survey

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In order to determine if the hosting experience is meeting your expectations and to improve our service for future groups, please complete the following survey and fax or mail it to AIHA.

Your name: \_\_\_\_\_

Host city: \_\_\_\_\_

1. Overall, how would you rate your experience as a host family?

Circle one:    1        2        3        4        5        (Scale: 1 = very unsatisfactory; 5 = very good)

Please explain: \_\_\_\_\_

\_\_\_\_\_

2. How would you rate the program in meeting your guest's needs and expectations?

Circle one:    1        2        3        4        5        (Scale: 1 = very unsatisfactory; 5 = very good)

Please explain: \_\_\_\_\_

\_\_\_\_\_

3. Did you contact your guest in advance of the exchange?

Circle one:    1 = No      2 = Yes

Please explain: \_\_\_\_\_

\_\_\_\_\_

4. Were there any highlights of your visit that were particularly memorable or meaningful?

Circle one:    1 = No      2 = Yes

Please explain: \_\_\_\_\_

\_\_\_\_\_

5. Did you experience any problems with your guest (cultural, emergency, other)?

Circle one:    1 = No      2 = Yes

*If yes, please describe the issue and what was done to resolve it. State whether or not the local coordinator and/or group's facilitator met your needs in addressing the issue promptly and satisfactorily.*

\_\_\_\_\_

\_\_\_\_\_

6. How would you rate the quality of service provided by the Open World facilitator?

Circle one: 1 2 3 4 5 (Scale: 1 = very unsatisfactory; 5 = very good)

Please explain: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

7. How would you rate the quality of service provided by your local coordinator?

Circle one: 1 2 3 4 5 (Scale: 1 = very unsatisfactory; 5 = very good)

Please explain: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

8. How would you rate the usefulness of this guidebook in helping you prepare for the visit?

Circle one: 1 2 3 4 5 (Scale: 1 = very unsatisfactory; 5 = very good)

Please explain: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

9. Is there anything your local host coordinator or AIHA could have done to improve your hosting experience?

Circle one: 1 = No 2 = Yes

Please explain: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

10. Do you have plans to continue contact with your guest(s)?

Circle all that apply: 1 = Yes, I plan on visiting him/her in Russia.

2 = Yes, via letters, email, or telephone.

3 = Not at this time.

11. Would you consider hosting another Open World delegate in the future?

Circle one: 1 = No 2 = Yes

Please explain: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

12. May we contact you in the future to follow up on your experience?

Circle one: 1 = No 2 = Yes

*If yes, please provide your contact information and the best method and time to contact you.*

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## Appendix F: Russian Alphabet and Phrases

Russian is written in the Cyrillic alphabet, which dates from around the ninth century. Although at first glance it appears quite different, a number of letters are written and pronounced as in English (A, K, M, O, T), whereas others are written as in the Roman alphabet but are pronounced differently, *i.e.*, Y/y is pronounced “oo” as in food and X/x is pronounced “ch” as in the Scottish word “loch.” To assist you in with some basic communication, below is a transliteration of the Cyrillic alphabet and some basic phrases and words in Russian.<sup>1</sup>

Russian Letter		Transliteration	Pronunciation
а	А	ah	as in ask
б	Б	beh	as in better
в	В	veh	as in vote
г	Г	geh	as in get
д	Д	deh	as in deep
е	Е	yeh	as in yes
ё	Ё	yo	as in yoke
ж	Ж	zseh	as in treasure
з	З	zeh	as in zebra
и	И	ee	as in feet
й	Й	eeey	as in toy
к	К	kah	as in kite
л	Л	ell	as in lamp
м	М	emm	as in men
н	Н	enn	as in nice
о	О	oh	A short sound as in pot
п	П	peh	as in pet
р	Р	airr	a rolling r
с	С	ess	as in stop
т	Т	teh	as in touch
у	У	oo	as in moon
ф	Ф	eff	as in fix
х	Х	chaa	as in loch
ц	Ц	tseh	as in tsar
ч	Ч	chyeh	as in chime
ш	Ш	shah	(sh as in shop)
щ	Щ	shchya	sh followed by ch

<sup>1</sup> Adapted from the Russo-British Chamber of Commerce Website: <http://www.rbcc.co.uk/linguaphone/index.htm>.

## Russian Alphabet and Phrases continued

Russian Letter	Transliteration	Pronunciation
Ы      Ы	No English equivalent. Similar to the sound that the letters u and i would make when placed together - "ui."	
Э      Э	eh	as in vet
Ю      Ю	u	as in duty
Я      Я	ya	as in yard
Ъ      Ъ	Symbol that gives preceding consonant a hard sound.	
Ь      Ь	Symbol that gives preceding consonant a soft sound.	

English Word/Phrase	Russian Word/Phrase	Transliteration
Yes	Да	da
No	Нет	nyet
Hello	Здравствуйте	zdrahst-vooy-tyeh
Goodbye	До свидания	dah svee-dah-nya
Please	Пожалуйста	pah-zhal-sta
Thank you	Спасибо	spah-seeba
Sorry	Простите	prah-steet-yeh
Good morning	Доброе утро	doh-bra-yeh oo-trah
Good afternoon	Добрый день	doh-bree dyen
Good evening	Добрый вечер	doh-bri vyeh-chyer
How are you?	Как дела?	kak dyelah
My name is	Меня зовут	myen-yah zavoot
What is this?	Что это?	shto eh-ta
Do you speak English?	Вы говорите по-английски?	vi gah-vah-reet-yeh pah-angleeskee
No, I speak Russian	Нет, Я говорю по-русски	nyet, ya gah-var-yoo pa-rooskee
How?	Как?	kak
Who?	Кто?	kto
What?	Что?	shto
Where?	Где?	gdye
When?	Когда?	kag-dar
Why?	Почему?	pa-chee-moo
Can I...?	Можно...?	mo-zhnah
Could you...?	Вы можете...?	vi moz-yet-yeh
Who is this?	Кто это?	kto eh-ta
Are you...?	Вы?	vi

## Russian Alphabet and Phrases continued

English Word/Phrase	Russian Word/Phrase	Transliteration
Where are you from?	Откуда вы?	ut-koo-dah vi
What time is it?	Который час?	ka-tori chass
Do you know?	Вы знаете?	vi znah-yit-yeh
Where's your luggage?	Где ваш багаж?	gdye vash bah-gazs
But whose luggage is this?	А чей это багаж?	ah chye eh-ta bah-gazs
Yours?	Чей?	chye
Which one?	Который?	ka-torI
Is this all your luggage?	Это весь ваш багаж?	eh-ta vyes vash bah-gazs
Is it very far?	Это далеко?	eh-ta dal-yeko
How long does it take?	Сколько это длится?	skol-kah eh-ta dlee-tsah
How much is that?	Сколько это стоит?	skol-kah eh-ta sto-eet
Monday	понедельник	pon-yed-yel-neek
Tuesday	вторник	fto-neek
Wednesday	среда	sryeh-dah
Thursday	четверг	chyet-vyerg
Friday	пятница	pyat-neestah
Saturday	суббота	soo-botah
Sunday	воскресенье	vuss-kryess-yen-yeh
January	Январь	yan-var
February	евраль	fyeh-vrahl
March	Март	mart
April	Апрель	ah-pryel
May	Май	my
June	Июнь	ee-yoon
July	Июль	ee-yool
August	Август	ahv-goost
September	Сентябрь	Syen-tyabr
October	Октябрь	ock-tyabr
November	Ноябрь	no-yahbr
December	Декабрь	dyeh-kahbr
Spring	Весна	vyess-nah
Summer	Лето	lyeta
Autumn	Осень	oss-yen
Winter	Зима	zee-mah



## Appendix G: Program-Related Glossary Terms

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**Action Plan**

(План мероприятий)

A plan of specific actions necessary to make in order to meet a certain objective. Action plans answers the questions of *what* to do, *how* and *when* to do it, and *who* is responsible.

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**Brainstorming**

(Мозговой штурм)

Small group technique in which members of the group share ideas about a particular problem without any comments or criticism. All ideas are recorded for a later discussion. Brainstorming is used for generating new ideas for solving community problems.

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**Coalition**

(Коалиция)

A union of organizations and individuals representing different community interests, who put together their material and human resources to achieve a common goal.

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**Community**

(Сообщество)

A group of people defined by common physical, geographical, administrative or social boundaries, and who share common interests.

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**Evaluation—Process and Outcome**

(Оценка процесса и результатов)

A concerted effort to collect and analyze outcome and output indicators. Evaluation is an inseparable part of any strategic planning and program implementation process. Process evaluation is sometimes called monitoring.

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**Facilitator**

(Координатор группы)

A peer within the group who acts as the leader of the group and directs the group's work, making sure all participants are following small group "ground rules" and facilitating effective functioning of the group.

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**Focus Group**

(окусная группа)

Small group technique in which the group leader asks members of the group a set of earlier formulated questions on a particular topic. Key points of the discussion are recorded for further examination. This technique is used for in-depth study of community problems or proposed interventions.

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**Goal**

(Цель)

A general long-term aim that is necessary to reach in order to fulfill the mission of the organization/program/project. Compared to objectives, goals are less specific and set for longer periods of time.

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**Mission**

(Миссия)

A concise declaration describing an improved state of community health toward which the organization is striving (vision) and methods to achieve this vision.

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**Objectives**

(Задачи)

One of several concrete tasks necessary to complete in order to achieve a goal. Compared to goals, objectives are more specific and shorter-term. Objectives have to meet SMART criteria.

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**Outcome Indicator**

(Показатель результата)

Quantitative measurement of a variable indicating the effectiveness of an intervention. Allows determination of whether the defined objective was met, and how well. Meeting all objectives means reaching the goal.

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**Output (or Process) Indicator**

(Показатель процесса, или промежуточных результатов)

Quantitative measurement of a variable indicating if an intervention was implemented according to the strategic plan. Allows determination of whether the timeline was followed and resources allocated appropriately.

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**SMART Criteria**

(Критерии СКИРД)

Criteria used when formulating objectives. Objectives should be Specific, Measurable, Attainable, Realistic and achievable in a realistic Timeframe.

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**Strategic Planning**

(Стратегическое планирование)

A process of defining short and long-term goals and a sequence of actions to achieve them.

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**Sustainability**

(стойчивость)

Ability of a community organization to function effectively for a prolonged period of time.

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**SWOT Analysis**

(Анализ ССВ)

Analysis of Strengths, Weaknesses, Opportunities and Threats to the community both from the inside and outside.

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**Vision**

(Видение)

Concise declaration describing the improved state of community health toward which the organization is striving.