



Connecting People to Information and Ideas

July 24, 2017

Hon. Edward J.B. Calvo
Governor of Guam
P.O. Box 2950
Hagatna, GU 96932

Dear Governor Calvo:

It gives me great pleasure to notify you that IMLS selected your proposal to receive a 2017 Competitive Grant for the Pacific Region and U.S. Virgin Islands. Congratulations!

Enclosed is information that will help you manage your federal award. This package contains:

1. Official Award Notification;
2. Conditions of Acceptance;
3. Award Cycle Calendar;
4. Reporting Information.

The Official Award Notification and Conditions of Acceptance contain important information about complying with the terms of the award. The Award Cycle Calendar lists important dates throughout the award period. Please read all of this information carefully. As specified in the Reporting Information, you must submit final narrative and financial reports by December 29, 2018. If you need to contact IMLS about your award, please reference your award number.

Your institution must acknowledge IMLS support in all materials, websites, and events supported by your award. For helpful tips, downloadable logos, and pre-approved acknowledgment language, please see the Grantee Communications Kit online at www.imls.gov/grants/grant-recipients/grantee-communications-kit.

If you have any questions after reviewing all of the enclosed information pertaining to your award, please contact program officer, Teri DeVoe, at tdevoe@imls.gov or (202) 653-4778.

We look forward to following the progress of your project.

Sincerely,

A handwritten signature in blue ink that appears to read "Kathryn K. Matthew".

Dr. Kathryn K. Matthew
Director

Enclosures



Official Award Notification for Grants and Cooperative Agreements

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Recipient Information	
Recipient Name : Guam Public Library System	
Recipient Address : 254 Martyr Street Hagatna, GU 96910-5141	Recipient Unique Entity Identifier : 855032215
	TIN No : 980018947
Recipient Authorizing Official : Edward Calvo	Recipient Project Director : Sandra Stanley
Basic Award Information	
CFDA Name : LSTA State Grants	CFDA Number: 45.310
	Federal Award Date : July 19, 2017
Federal Award Identification Number (FAIN) : LS-01-17-0059-17	Amount of Federal Funds Obligated by this Action : 07/19/2017 \$42,000.00 Original Award
Period of Performance Start Date : August 01, 2017 Period of Performance End Date : September 30, 2018	Total Amount of Federal Funds Obligated : \$ 42,000.00
	Total Approved Cost Sharing or Matching : \$ 0.00
	Indirect Cost Rate : 0.00
Federal Award Performance Goals : Grantee is to report on performance as designated in the Grants to States Program Manual.	
Reporting Schedule : Final Financial Dec 29 2018 Final Narrative Dec 29 2018	



Official Award Notification for Grants and Cooperative Agreements

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Basic Award Information

1. This grant is awarded for the purposes identified in the grantee's application for the FY 2017 LSTA Competitive Grants for the Pacific Territories, Freely Associated States, and the Virgin Islands, except as indicated by any attached correspondence from the grantee amending the project in accordance with the provisions in paragraph 2 below and the attached "Conditions of Acceptance." Attachment of such correspondence to this Award Notification shall constitute IMLS approval of amendments contained therein. No other amendments or revisions are approved.
2. No changes, other than those described in the "Conditions of Acceptance," may be made in the project without prior written approval from IMLS. Changes requiring prior approval include changes in the scope of work, key personnel, grant period, or changes in the project budget beyond those permitted by the "Conditions of Acceptance." All requests for approval of changes should be made to the Acting Associate Deputy Director for Library Services, IMLS, 955 L'Enfant Plaza North, SW, Suite 4000, Washington, D.C. 20024, or by e-mail to (tjowens@imls.gov).
3. Award terms and provisions, including payment and reporting procedures, are incorporated in the "Conditions of Acceptance." P. L. 104-208, as amended. CFDA No. 45.310
4. The first request for payment will indicate the grantee's acceptance of the award and compliance with the LSTA statutory and regulatory requirements.

IMLS Contacts

Questions related to the programmatic aspects of the grant should be addressed to :

Program Staff Contact : Teresa DeVoe	Program Staff Contact Phone : 202-653-4778	Program Staff Contact EMail : tdevoe@imls.gov
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Questions related to the financial aspects of the grant should be sent to the financial specialist for your award, whose name and contact information may be found at : <http://www.imls.gov/recipients/administration.aspx>

IMLS Authorized Official

Signature	A handwritten signature in black ink, appearing to read "Trevor J. Owens".	Name and Title
		Trevor J. Owens
		Acting Associate Deputy Director for Libraries

Accounting Code

59170301P0.2017.LP170.75020.410

IMLS Pacific Award Cycle Calendar for FY 2017

DATE	CALENDAR YEAR	ACTIVITY
10-01	2016	<ul style="list-style-type: none"> • FY 2017 Federal Fiscal Year Begins
12-30	2016	<ul style="list-style-type: none"> • FY 2015 Final Performance and Financial Reports Due to IMLS
July	2017	<ul style="list-style-type: none"> • FY 2017 Award Notifications Issued
9-30	2017	<ul style="list-style-type: none"> • FY 2016 Award Period Ends (all FY 2016 funds should be obligated/committed) • FY 2017 Federal Fiscal Year Ends
10-01	2017	<ul style="list-style-type: none"> • FY 2018 Federal Fiscal Year Begins • 90-day Liquidation Period Begins for Obligated FY 2016 Award Funds (expend funds by December 29)
12-29	2017	<ul style="list-style-type: none"> • FY 2016 Final Performance and Financial Reports Due to IMLS • Final Request for Payment (form SF 270) of FY 2016 Award Funds Should be Submitted to IMLS by December 29
July	2018	<ul style="list-style-type: none"> • FY 2018 Award Notifications Issued
9-30	2018	<ul style="list-style-type: none"> • FY 2017 Award Period Ends (all FY 2017 funds should be obligated/committed) • FY 2018 Federal Fiscal Year Ends
10-01	2018	<ul style="list-style-type: none"> • FY 2019 Federal Fiscal Year Begins • 90-day Liquidation Period Begins for Obligated FY 2017 Award Funds (expend funds by December 29)
12-29	2018	<ul style="list-style-type: none"> • FY 2017 Final Performance and Financial Reports Due to IMLS • Final Request for Payment (form SF 270) of FY 2017 Award Funds Should be Submitted to IMLS by December 29

Territories/States should notify IMLS and submit a new Information Update form whenever any details of the five Primary LSTA Contacts have changed.

ABSTRACT

The Guam Public Library System (GPLS) mission is to provide free and open access to information and ideas fundamental to a democracy to every resident of Guam, and will protect intellectual freedom, promote literacy, encourage lifelong learning, and maintain cultural materials. In keeping in part with its mission, GPLS has in place an Alchemy System, a systematic process to manually scan it's reference collection of documents into digital format, but at this time the funding is not sufficient to complete the conversion. A part of GPLS' reference collection at the Nieves M. Flores Memorial Library (Main Library) in Hagatna are the vertical files which consist of Government documents (Executive orders, Circulars, reports on Government of Guam Departments, and many other documents from the various agencies), the Pacific Daily News which dates back to the 1940's, Periodicals consisting of old Guam Magazines and photos. These are all important historical assets for the people of Guam, which aging and continued risk of "handling" these documents by patrons and staff are exposed.

There is a need to digitize these documents to a system to preserve possible damage of the originals. GPLS does not have the necessary equipment to carry out this digitizing project. The proposed project is to scan them into a digital file which will be stored in the Alchemy System and onto a compact disc. All originals may then be put into acid free boxes to preserve them. Patrons and staff will be able to retrieve and have access to the final product of the digitization process.

The initial object would be to procure what is needed to implement this project. This program's anticipated results will be to have an efficient accessibility of the digital copy to both patrons and staff.

The final object will be to document and keep a record of this project. An inventory log of the historical documents converted will be kept in Reference division providing an inventory list. After final completion of this project, the scanning and digitization will still continue to be on-going for the daily periodicals.

GPLS is often invited to community events to share information of its library services. Results of this project will be shared during these events, including the availability of these converted documents. Ultimately, GPLS will be preserving these original historical assets as part of Guam's history and will be made available for future generations.

NARRATIVE

- 1. STATEMENT OF NEED. A Brief Description of the Community.** Guam is a United States Territory in the western Pacific located about three-quarters of the way from Hawaii to the Philippines. Guam is approximately 212 square miles with a population of approximately 180,692 people of different ethnic and cultural backgrounds.

Chamorros comprise the island's indigenous population and the island's "*Manamkos*" ("elderly") are considered a very important part of their culture. Other ethnic groups, in order of size, include Filipinos, other Pacific Islands, Caucasians, and Asians. In addition, there are a large number of Americans including roughly 12,000 U.S. military related personnel stationed on Guam. The government and construction industry generate a large percentage of local jobs. The private sector depends heavily on tourism. It remains sluggish as the economy in this part of the world continues to be low and tourism in Guam has not yet regained the strength it had before 9/11. With the recent catastrophic and life changing events that took place in Japan, tourism has dropped even more in the range of about twenty to thirty percent. The national and regional increases in costs of land, housing and commodities have lowered the standards of living for most people on the island, and as gas prices continuously climb, it is beginning to affect most of the residents' livelihood and there seem to be no relief insight anytime soon. Government revenues and educational spending remain low. Guam has an inordinate percentage (28.6%) of its population that is under the age of fifteen and a birth rate more than 1-1/2 times that of the United States. The figures for unemployment and the percentage of people living below the poverty line are also roughly 1/2 times that of the United States.

Current Status of the Library and its Services. The Guam Public Library System (GPLS) currently provides library service to the whole island community of Guam, with its branch libraries located in several villages ("village" - *small island communities-municipalities*) around the island. This includes individuals with special needs and Guam's elderly. The Nieves M. Flores Memorial Library is the Main Library and is centrally located in Hagåtña, the capitol of Guam. The branches are located in the villages of Agat, Barrigada, Dededo, Merizo and Yona. Several schools, low-income housing and daycares are also located near several of these branches. As part of its outreach program, mobile services have successfully continued via the library's truck and van, despite its bookmobile being non-operational. In 2011, a grant from the Department of Interior awarded to the Guam Public Library in the amount of \$1,586,000.00 for the main library, for the renovation of its existing library and construction of two new buildings. The main library has not had any major improvements or expansions in at least the last 40 years. Improvements were made to the existing building with its first ever study room and game room, and a new building which is a children's library and internet café. All GPLS branch libraries are similar in design, holdings and operation and staffed by one library technician. The Main Library has a print collection of 404,381 copies, 20,249 audio's, 859 serials and approximately 60,464 library cardholders. The local library budget covers mostly employee wages with little for additional programming. All equipment, computers, materials and outreach programs are only possible through IMLS, or other grants. GPLS currently has a total of 78 heavily used public access and Internet computers.

The Guam Public Library System (GPLS) has 21 full-time staff members, (10) of whom are Library Technicians. GPLS is also the main depository of federal and local public documents.

(Title 5 Guam Code Annotated, Chapter 80, Section 80120, Government Depository, Public Law No. 17-36:2, Amended by Public Law No. 25-069:3), dignitaries, events and places. We are not aware of any duplicates made available elsewhere, nor are we partners with anyone outside the territory.

Need #1: What Needs Will Be Met By This Project and How Were Those Needs Determined.

The Guam Public Library System (GPLS) main library houses key historical Guam documents as part of its collection. The collection consists of Executive Orders, Circulars, and reports from Government of Guam Agencies, the Pacific Daily News, old Guam Magazines and photos. These original documents are aging reference collections which need to be rescued from continued deterioration and would have to be preserved.

2. PROJECT DESIGN. GPLS will procure what is required to complete the scanning project. This project will be part of the Guam Public Library's (GPLS) digital archival program with the Alchemy System to store all scanned documents. Scanned documents will be recorded into a log book. An electronic folder will be created to store all the scanned documents. The Library Technician Supervisor, who has been employed with the Guam Public Library System for over twenty (20) years and who has firsthand knowledge about the state of the documents will oversee this project. After the documents are scanned they will be placed in acid free boxes and stored away for preservation. The process of each procedure will be noted in the Standard Operating Procedure Manual and revised accordingly for the Library Reference section. Once the conversion or digitization is done, library patrons, staff and the general public will then have a more accurate and organized accounting of its collection and an increased and more organized Reference collection because retrieval and accessibility of its collections will be improved.

GOALS, OBJECTIVES AND ACTION STEPS. Goal I: Creation of a program for the digitization of the Reference Collections and historical data and preservation thereof.
Objective A: *The Library Technician Supervisor will provide a program and develop a plan to convert and digitally preserve the collections at the Guam Public Library System (GPLS) main library.*

ACTION STEPS and ACTIVITIES to Implement the Project:

- 1. Procurement of Equipment and Supplies.** The first step is to purchase a scanner, media and file cabinets. Acid free boxes are needed for storage of the documents once conversion is complete. Blank compact discs will also be purchased.

2. **Implement the Project.** Scan its Reference collection of documents into digital format. Prepare an inventory log of scanned documents. Once they have been converted into the Alchemy System, GPLS staff will transfer them to compact discs. The Compact disc should be labeled accordingly to match the same item in the inventory record log.

Plan to maintain and continue the positive changes after the period of federal funding.

The project will be maintained by the Library Technician Supervisor. A monthly progress report of the inventory, record log of what has to be scanned, what has been successfully scanned and transferred to compact discs should be submitted to the GPLS Project Director to ensure that grant activities are being successfully followed per the Schedule of Completion.

Once the digitization is completed, the Library Technician Supervisor will ensure that the originals are preserved into acid free boxes and stored. The process of these archival procedures will be included in the Standard Operating Procedure Manual and revised accordingly for the Library Reference section. The Library Technician Supervisor will ensure that revisions are made and will provide a plan as to the accessibility of the compact discs once they are available for Reference.

3. MANAGEMENT AND PERSONNEL. Completion of the Project by Managing Resources, Funding, Facilities, Equipment and Supplies. Scheduling and planning of all activities will be done with the direct supervision and participation of the GPLS (IMLS) Project Director, the Administrative Support Unit and the Library Technician Supervisor. The implementation of this project will be dependent on the Library Technician Supervisor and the GPLS Project Director. The selection and procurement of the supplies for the project will be done by the GPLS Administrative Support Unit.

Personnel Experience, Expertise and Time Commitments. The following are the Guam Public Library System (GPLS) staff committed to this project with resumes attached: **Ms. Sandra M. Stanley, Administrative Officer and Project Director** for the Guam Public Library System has been employed at GPLS since 2004 and has been overseeing the completion of GPLS' IMLS Five-Year projects. She will be serving as the Project Director for this project. Ms. Stanley has successfully participated in several library grants over the years with over 30 years of management and supervisory experience. She is currently responsible for the management of all grants which involves management of a budget to purchase materials, software and equipment and all required reporting. Ms. Stanley has also worked closely with the IMLS Senior Program Officer since employed with GPLS in 2004. She has also continued to work closely with the Library Technician Supervisor for ideas and ways to improve the library services at GPLS. **Mrs. Teresita L.G. Kennimer, Library Technician Supervisor**, has had over twenty-eight (28) years of experience working at GPLS. She has been involved with IMLS grant, including the Five-Year Plan. She has also worked closely with past GPLS Librarians, Directors and Library Technicians in improving library services with Circulation and Reference,

Technical Processing, etc., relating to patron library services. Mrs. Kennimer will be assisting throughout this project.

Administrative Support Unit staff is **Mrs. June M. Aflague, Administrative Assistant; Mr. Frankie Aflague, Program Coordinator; Mrs. Rowena Morales, Clerk Typist III** and **Bonnie Tenorio, Secretary I**, who will work closely with the Project Director to assist with the project's activities, budgeting and financial reporting, including necessary paperwork for the procurement of items for the project.

All other GPLS staff are full-time employees and will work towards the completion of this project. The Project Director along with the support of its Administrative Support Unit will ensure reporting requirements are promptly submitted.

4. EVALUATION.

Baseline and Final Data to Measure Achievement.

Once the collection materials are converted and transferred to compact discs, these originals will be stored and preserved. Using the Schedule of Completion will be a way to gauge the process of this program. Final data will be the record log of the conversion or scanning activities. Once these historical data are digitized, the public will be informed through media releases, GPLS would hope that along the way, the general public will indeed provide feedback for improvements.

Evidence of Ongoing and Comprehensive Evaluation to Assess Progress. The project will use the following criteria that have been designed to gather baseline and final data.

1) For general public and staff accessibility: Anticipated results of this project are improved retrieval for Reference staff and accessibility for the public of the documents. These are historical references, GPLS hopes that the community will take advantage of its availability and provide the library input. **2) Progress.** After the Schedule of Completion has been implemented, an indicator of the progress of this project would be the record log of the inventory of the documents digitized, conversion to compact discs and its improved retrieval and accessibility.

Measurement of the Impact of New or Improved Services for the Community. Community satisfaction will be determined through a questionnaire that will be given to library patrons at the end of this project. GPLS will inform the public of the progress of this project through press releases and posting on the website. The Administrative Support Unit will develop a short questionnaire which will ask the patron that is requesting the reference document(s) if retrieval and accessibility are improved and any suggestions, etc. This will be conducted at least the first three (3) months per the Schedule of Completion. This information will be used to collect and determine the appreciation of the easy accessibility and retrieval of this data. Project staff will also provide an inventory log of documents that have been converted and scanned.

OUTLINE OF OUT-COME BASED EVALUATION: Creation of a Program for the Digitization of the Reference Collection and Preservation thereof. The evaluation team will incorporate an outcome based model to determine data, measure information that is most important and develop an appropriate plan. The following chart details important program participants and what they will evaluate.

Who are the Program influencers?	What do they want to know?
GPLS	Is there a need? Are we meeting that need? Can it be duplicated by other libraries maybe agencies with the same need? Will it increase the use or strengthen the library profile in the community?
GPLS Project Director and the Library Technician Supervisor	Is the program effective? Is the program appropriate and how can it be improved?
Government/Library Board	Is it worthwhile? Is it helping the library complete its mission? Is it maximizing library/government resources?
Other Libraries/Agencies	Can it be duplicated?
Patrons (general public such as researchers, educators and others), students and Library Technicians	Is it improving public's accessibility? Is it improving staff's accessibility and retrieval for accurate and better service?

What is the purpose of the program? This project will create and to have in place an organized and accessible inventory of important historical collections by converting into another format other than the aging stage that it's in and preserving this important information for future generations.

For whom: For the whole island community, especially as part of Guam's history (general public such as researchers, educators, students and others.) – Library patrons, especially with the impending military build-up, whereas improvement of any library services will be expected.

For what outcome and benefit?

- Having a proper and effective management system plan to preserve and maintain historical information.
- Having library staff trained to effectively carry out this plan with proper guidelines and archival practices.
- Having accessibility and retrieval for both the staff and general public (researchers, educators, and others), especially students working on projects specific to this type of library reference materials, especially about Guam.
- Increase the library profile in raising awareness of the availability of this historical information.
- Additional procedures to add to the current policies and procedures in the "Standard Operating Procedures Archival Manual" as a guide in sustaining future archival work on this type of project.
- Publicize the project by media releases and posting on the website.

The following chart details the planned inputs and expected outputs which will be measured to best evaluate the success of the program.

Inputs	Activities	Services	Outputs
GPLS library & staff	Assess collection to be converted/preserved	Assessment by staff and guide by Library Technician Supervisor	Inventory of assessment and log of collections.
GPLS Project Director & Library Technician Supervisor.	Develop effective plan with the inventory assessment.	Follow archival and practices and note any new procedures especially with sensitive/aging documents	Maintain inventory and log of conversion or scanning activities and transfer to compact discs to meet Schedule of Completion.
Appropriate equipment and supplies	Install and begin services	Library Technician Supervisor	Digitize collections into Alchemy system and when successfully completed retrieval and accessibility improved.

Plan for Documenting Results – Both Expected and Unexpected.

The Guam Public Library will post on its website the availability of these digitized historical references. All reference requests for any documents will be documented and kept with GPLS Reference department. A questionnaire will allow for requests on how the project has benefited the individual or what improvements may be added to the project.

5. REGIONAL IMPACT. Evidence of Adaptability of Projects to Other Pacific Region or Island Environments. Since Guam is an island and its destination being in the Pacific Region, neighboring islands with a public library and without a preservation and archiving plan would benefit from having knowledge of how this program is implemented. This will greatly benefit them knowing that a neighboring island experience the same problems with the conversion and scanning of sensitive and again documents especially those with historical importance.

Dissemination of Project Results, Locally and Regionally. The Guam Public Library System hopes to attend future workshops in the regions. However, current local budget does not allow for this but will certainly inform the public of the availability of these historical scanned documents once the project has been launched and its accessibility. The evaluation of this impact of this project will be disseminated in a variety of ways. The library website will keep and continually update an outline of the project and its results on the GPLS website. The value of the project to the Guam Library community can be shared at any organizational meetings or networking with individuals during these meetings of relevance to converting and scanning of

6. BUDGET NARRATIVE (REVISED 6-30-2017)

The Project Director, Administrative Unit and the Library Technician Supervisor will manage and oversee this project. The approximate total number of employees to work on this project during initial implementation is at least (3) to ensure that the Requisitions and Purchase Order are processed accordingly and services are delivered by vendor.

Salaries and Wages will be incurred by the Guam Public Library System (GPLS) for one (1) Administrative Officer; (1) Program Coordinator with three (3) Administrative Support Unit staff and one (1) Library Technician Supervisor.

Fringe Benefits will be incurred by the Guam Public Library System (GPLS) for one (1) Administrative Officer with three (3) Administrative Support Unit staff, and (1) Library Technician Supervisor.

Consultant Fees & Travel. The Guam Public Library System has none at this time.

Travel for (2) GPLS Employees to attend the 2018 IMLS Workshop in Honolulu, Hawaii.

Travel: **\$6,300.00**

Supplies and Equipment. Supplies that will be purchased are media, file cabinets, compact discs and acid free boxes.

IMLS total for Supplies comes to: **\$953.12**

Equipment: **\$33,066.88**

Administration costs

Total for Administrative Indirect costs: **\$1,680.00**

Other costs

Total for Other costs: **\$0.00**

Total Direct Costs: **\$40,320.00**

Total Indirect Costs: **\$1,680.00**

Total All Costs: **\$42,000.00**

TOTAL AMOUNT REQUESTED FROM IMLS **\$42,000.00**

TOTAL AMOUNT FOR PROJECT **\$42,000.00**

SCANNED

**LIBRARY SERVICES AND TECHNOLOGY ACT COMPETITIVE GRANTS FOR THE
PACIFIC TERRITORIES, FREELY ASSOCIATED STATES, AND U.S. VIRGIN ISLANDS**

PROJECT BUDGET FORM

(Round off amounts to the nearest dollar)

Name of Applicant:

Direct Costs	IMLS	Match(**)	Total	
Salaries and Wages	\$ 0.00	\$	\$ 0.00	(# of people:)
Fringe Benefits	\$ 0.00	\$	\$ 0.00	(% of salary:)
Travel (# of trips <u>1</u>)	\$ 6,300.00	\$	\$ 6,300.00	(# of people: 2)
Supplies, Materials & Equipment	\$ 34,020.00	\$	\$ 34,020.00	
Contracts	\$ 0.00	\$	\$ 0.00	
Subawards	\$ 0.00	\$	\$ 0.00	
Other Costs	\$ 0.00	\$	\$ 0.00	
Total Direct Costs	\$ 40,320.00	\$	\$ 40,320.00	
Administrative Costs*	\$ 1,680.00	\$	\$ 1,680.00	
TOTAL OF IMLS FUNDS	\$ 42,000.00			
TOTAL MATCH** (Cash + In-Kind Contributions)			\$ 0.00	
TOTAL AMOUNT FOR PROJECT (IMLS Funds + Match)			\$ 42,000.00	

* Not more than 4 % of IMLS funds for a grant may be used for Administrative costs.

** U.S. Territories are not required to provide match for Federal funds; but the Freely Associated States must provide match. The required match must be at least 34% of the total project costs (not just 34% of funds requested from IMLS).

**LIBRARY SERVICES AND TECHNOLOGY ACT COMPETITIVE GRANTS FOR THE
PACIFIC TERRITORIES, FREELY ASSOCIATED STATES, AND U.S. VIRGIN ISLANDS**

APPLICATION CHECKLIST

Please attach this checklist to the top of the original copy of your application. See the section on Application Contents for instructions on how to assemble the application package.

Check off the items included in your application.

FACE SHEET (INCORPORATING ASSURANCES)

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ABSTRACT

-

NARRATIVE

-

SCHEDULE OF COMPLETION

-

BUDGET

Budget Narrative

-

Budget Form

-

PARTNERSHIP AGREEMENT

(if applicable)

-

**APPLICANT AND PARTNER(S)
ORGANIZATIONAL PROFILES**

-

ATTACHMENTS

Resumes

-

Other

-

Schedule of Completion

Guam Public Library System
IMLS Competitive Grant Proposal 2017

Activities start and ongoing =  Activities stops = 