

Notice of Funding Opportunity
Strengthening Governance, Transparency, and Accountability in Panama

Announcement Type:	New Grant
Public Opportunity Title:	Strengthening Governance, Transparency and Accountability in Panama
Catalog of Federal Domestic Assistance (CFDA) Listing:	19.750
Funding Amount:	\$750,000 U.S. Dollars
Issuance Date:	April 20, 2021
Deadline for Receipt of Questions:	May 20, 2021
Deadline for Submission of Applications:	June 18, 2021
Funding Activity Category:	Governance
Program Type:	U.S. Embassy Panama City
Grant Program:	Central America Regional Security Initiative
Assistance Type:	Grant
Eligibility Category:	U.S. Non-profit/non-governmental organizations (NGOs) having a 501(c)(3) status with the IRS, overseas-based non-profit organizations, institutions of higher education, and public international organizations
Est. Project Start Date:	September 30, 2021
Est. Project End Date:	Variable
Fiscal Year:	FY 2020
Award Ceiling:	\$750,000
Award Floor:	\$100,000
Expected # of Awards Funded:	2 to 4
Cost Sharing Requirement:	No

EXECUTIVE SUMMARY

The U.S. Embassy in Panama City announces a Notification of Funding Opportunity (NOFO) to promote democratic institutions, accountability, and good governance in Panama with up to \$750,000 in Fiscal Year 2020 Economic Support Funds (ESF) for a project period between 18-24 months. The anticipated start date for this activity is September 30, 2021. The U.S. Embassy Panama anticipates funding a minimum of two awards and a maximum of four awards based on this NOFO.

The focus for this funding opportunity is democracy, accountability, and governance. Successful proposals will develop projects aimed at: 1) promoting transparency and anti-corruption; 2) supporting efficient management of government resources; 3) strengthening civic engagement among marginalized populations; and 4) strengthening Panama's institutions and civil service. Funding awarded under this NOFO cannot be used for law enforcement, to train members of law enforcement, or to provide social services. Projects may focus on one or more of the objectives and must fulfill at least one sub-objective of the corresponding objectives outlined in Section I, Project Description, herein.

U.S. Embassy Panama City reserves the right to fund any or none of the applications submitted and will determine the resulting level of funding for the award. The authority for this NOFO is found in the Foreign Assistance Act of 1961, as amended.

Eligible organizations that are interested in submitting an application are encouraged to read this NOFO thoroughly to understand the type of project sought and the application submission requirements and evaluation process.

For further information, please contact:
Alexandra Santana - Foreign Assistance Coordinator
PanamaGrants@state.gov

NOTICE OF FUNDING OPPORTUNITY

The U.S. Department of State at U.S. Embassy Panama City is seeking applications from Non-Governmental Organizations (NGOs), Public International Organizations (PIOs), Educational Institutions, and other qualified organizations for a grant to implement a program entitled “Strengthening Governance, Transparency, and Accountability in Panama.” The authority for this NOFO is found in the Foreign Assistance Act of 1961, as amended.

Pursuant to 2 CFR 200.400g, it is U.S. Department of State policy not to award profit under assistance instruments. All reasonable, allocable, and allowable expenses, however, both direct and indirect, which are related to the agreement project and are in accordance with applicable cost standards (2 CFR 200 for U.S. and overseas-based non-profit organizations, and universities; and the Mandatory Standard Provision “Allowable Costs (2 CFR 200.403)” for public international organizations), may be paid under the grant agreement. NOTE: Non-U.S.-based nonprofit organizations are legally required to comply with the 2 CFR 200.

Subject to the availability of funds, U.S. Embassy Panama City intends to issue two and no more than four awards in an amount not to exceed \$750,000.00 in total funding. The U.S. dollar amount will be funded from U.S. Embassy Panama allocated funds, for a project period between 18-24 months per award. The anticipated start date for this activity is September 30, 2021. Contingent upon the availability of funds and quality of proposals, as many as four awards may be granted based on this NOFO. U.S. Embassy Panama City reserves the right to fund any or none of the applications submitted and will determine the resulting level of funding for each award.

Eligible organizations that are interested in submitting an application are encouraged to read this NOFO thoroughly to understand the type of project sought, the application submission requirements, and the technical review process.

To be eligible for an award, the applicant must submit all required information in its application through <http://www.grants.gov>, including the requirements found in any attachments to this opportunity. This NOFO consists of this cover letter plus the following sections:

1. Section I – Funding Opportunity Description
2. Section II – Award Information
3. Section III – Eligibility Information
4. Section IV – Application and Submission Instructions
5. Section V – Application and Review Information
6. Section VI – Agency Contacts

This funding opportunity is posted on <http://www.grants.gov> and may be amended. See Section IV for further details. Potential applicants should regularly check the website to ensure they have the latest information pertaining to this NOFO. Applicants will need to have available or download the Adobe software program to their computers in order to view and save the Adobe forms properly. If organizations have difficulty registering on <http://www.grants.gov> or accessing the NOFO, please contact the Grants.gov Helpdesk at 1-800-518-4726 or via email at support@grants.gov for technical assistance.

It is the responsibility of the recipient of this NOFO document to ensure that it has been received from <http://www.grants.gov> in its entirety. U.S. Embassy Panama City bears no responsibility

for data errors resulting from transmission or conversion processes associated with electronic submissions. The deadline to submit applications is June 18, 2021.

Please submit any questions concerning this NOFO in writing to PanamaGrants@state.gov. The deadline for submission of questions about this NOFO is May 20, 2021. Responses to questions will be made available to all potential applicants through an amendment to this NOFO that will be posted on <http://www.grants.gov>.

Issuance of this NOFO does not constitute an award commitment on the part of the U.S. government, nor does it commit the U.S. government to pay for costs incurred in the preparation and submission of an application. In addition, final award of any resultant grant agreement cannot be made until funds have been fully appropriated, allocated, and committed through internal U.S. Embassy Panama City procedures. While it is anticipated that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for award. Applications are submitted at the risk of the applicant. All preparation and submission costs are at the applicant's expense.

Sincerely,

Stewart Tuttle
Chargé d'Affaires a.i.

SECTION I – FUNDING OPPORTUNITY DESCRIPTION

BACKGROUND

A secure and stable Central America contributes to a safer and more prosperous United States. Through the Central America Regional Security Initiative (CARSI), U.S. assistance seeks to secure U.S. borders and protect U.S. citizens by addressing the security and governmental drivers of illegal immigration and illicit trafficking. To promote improved governance, U.S. assistance supports anti-corruption efforts that improve the ease of doing business; strengthen the rule of law; promote strong institutions and government accountability; reduce impunity; and improve fiscal management by promoting efficient tax collection, civil society engagement, and institutional reform. CARSI enhances the capabilities of government entities and civil society organizations to build more accountable, transparent, and effective public institutions. CARSI ESF small grants, such as this opportunity, provide programming to strengthen civil society's role in improving governance and support a professional, non-partisan civil service.

CARSI objectives include:

1. Host-nation governments create a competent civil service that provides non-partisan continuity and service.
2. Host-nation governments increase revenues and are accountable for investing public resources responsibly.
3. Central American civil society demands government accountability without reprisal of their rights and are able to influence policy outcomes. Host-nation governments uphold the values and practices of liberal democracy; citizens hold their governments accountable for these actions.
4. Central American host governments and the justice sector within each implement meaningful institutional reforms to decrease impunity.

CARSI assistance supports a safer and more secure region where criminal organizations no longer wield the power to destabilize governments or threaten national and regional security and public safety. It also supports initiatives to prevent the entry and spread of illicit drugs, violence, and transnational threats to countries throughout the region and to the United States. The five pillars of CARSI are:

1. Create safe streets for the citizens of the region
2. Disrupt the movement of criminals and contraband within and among the nations of Central America
3. Support the development of strong, capable, and accountable Central American governments
4. Re-establish effective state presence and security in communities at risk
5. Foster enhanced levels of security and rule of law coordination and cooperation among the nations of the region

Solicitations must primarily reflect support for CARSI pillar three (strong, capable, and accountable governments), and results, particularly indicators, will be reported under the Strategy's Governance objective. Applicants must provide governance indicators that correlate with CARSI pillar three to track results. U.S. federal assistance seeks to promote improved governance in the following ways: supporting anti-corruption efforts; encouraging strong institutions; promoting government accountability; and improving fiscal management, thus

strengthening government entities and civil society organizations in order to build more accountable, transparent, and effective public institutions. In addition, applicants should consider the implications of the novel coronavirus (COVID-19) on project activities and any possible restrictions in Panama. The risk template (Tab G) should include a contingency plan for the various restrictions that may occur due to COVID-19 and a review of project activities that could be completed virtually if necessary.

PROJECT OBJECTIVES

Successful grant proposals will pursue objectives that reinforce a democratic, secure, and well-governed Panama through: 1) promoting transparency and anti-corruption; 2) supporting efficient management of government resources; 3) strengthening civic engagement among marginalized populations; and 4) strengthening Panama’s institutions and civil service.

PROJECT DESCRIPTION

Ideal projects will focus on one of the following objectives:

Objective 1: Panamanian Executive and Judicial Branches each implement meaningful institutional reforms to decrease impunity.

Impunity undermines the integrity of democratic governments and enables corruption. Strengthening the rule of law is necessary to increase accountability, ensure stability, and safeguard the public interest. Potential projects could include strengthening policies and mechanisms to ensure separation of powers, whistleblower protections, press freedoms/access, and/or public access to government data.

Objective 2: Panama manages public revenues transparently and is accountable for investing public resources responsibly.

Ensuring public revenue data, services, and processes are easily accessible to citizens promotes efficiency and accountability within the government while mitigating the risk of corruption. Potential projects could include generating buy-in from the Government of Panama to increase publicly available budget and procurement data, building government capacity to publish data that is easily accessible to citizens, and/or supporting the use of public data for projects that promote transparency, anti-corruption, and responsibility. Illustrative examples of projects may include, but are not limited to: helping the Government of Panama promote transparency of government services by making processes and services accessible online, and/or creating a pilot program to standardize public data collection, analysis, and publication.

Objective 3: Panamanian civil society demands government accountability and is able to influence policy outcomes. The government of Panama upholds the values and practices of liberal democracy; citizens hold their government accountable for these actions.

A healthy democracy needs well established civil society organizations that represent diverse groups of stakeholders, as well as formal avenues through which those organizations can provide input on government policies. Projects that support civic engagement, advocacy skills training, and/or mentorship of leaders and civil society organizations that serve marginalized groups (i.e.

indigenous, women, Afro-Panamanians, LGBTQ+, and at-risk youth) are encouraged. Illustrative examples of projects include, but are not limited to: supporting the development or strengthening of civic engagement/dialogue mechanisms within the government, and/or building the capacity of marginalized groups to affect government policies/practices that impact their communities.

Objective 4: Panama creates a competent civil service that provides nonpartisan continuity and services to all residents of Panama.

A strong professional civil service is vital for the effective functioning of a democracy. This workforce allows the government to provide continuity of services and processes, while preserving institutional knowledge and technical expertise. Illustrative examples of projects include, but are not limited to: helping the Panamanian government develop a robust and independent civil service through modernization of records management, building the capacity of the civil servant workforce, and/or supporting efforts to make meaningful structural reforms to strengthen the role of the civil service within the government.

DESIRED RESULTS AND INDICATORS

The applicant will develop a project-level Performance Monitoring Plan (PMP) with annual and end-of-project targets and results anticipated for key performance indicators. The following tables show examples of indicators that will be measured, as well as illustrative targets, upon which the recipient will be responsible for monitoring and reporting during and after the project. In addition, U.S. Embassy Panama City will regularly monitor each project’s performance to assess whether project activities are on track and targets are being achieved.

Example and required outcome indicators for the projects are provided below. The applicants are expected to identify targets for these indicators based on what can be reasonably achieved within the performance period of the project and based on the expected overall project results described above.

Required Indicators:

<i>REQUIRED Output Indicators</i>	<i>Required targets:</i>
Number of civil society organizations (CSOs) receiving USG assistance engaged in advocacy interventions.	Determined by applicants

OR

<i>REQUIRED Output Indicators</i>	<i>Required targets:</i>
Number of civil society organizations (CSOs) strengthened to promote policy dialogue, advocate for change and/or serve as watchdogs on key issues.	Determined by applicants

<i>REQUIRED Outcome Indicator:</i>	<i>Required targets:</i>
Number of Panamanian government agencies modernizing their records management and publishing statistics, or a data project to house statistics, or a Standard Operating Procedure for government officials handling data to facilitate transitions of power	Determined by applicants

Objective 1

Panamanian state governments and the justice sector each implement meaningful institutional reforms to decrease impunity.

<i>Example/Illustrative Output Indicators</i>	<i>Illustrative target:</i>
Members of the executive and judicial branches participating in a virtual conference to gain better understanding of whistleblower protection policies and best practices.	30 members participated in the virtual conference

<i>Example/Illustrative Outcome Indicators</i>	<i>Illustrative target:</i>
Whistleblower protection policies enacted within the government.	4 whistleblower policies enacted

Objective 2

Panama manages public revenues transparently and is accountable for investing public resources responsibly.

<i>Example/Illustrative Output Indicators</i>	<i>Illustrative target:</i>
Government agencies receiving four weeks of training on how to provide public services virtually.	7 agencies received the training

<i>Example/Illustrative Outcome Indicators</i>	<i>Illustrative target:</i>
Government agencies providing virtual services effectively and efficiently.	5 agencies provided virtual services

Objective 3

Panamanian civil society demands government accountability without reprisal of their rights and are able to influence policy outcomes.

<i>Example/Illustrative Output Indicators</i>	<i>Illustrative target:</i>
Indigenous leaders receiving six weeks of advocacy training and mentorship.	20 leaders received training and mentorship

<i>Example/Illustrative Outcome Indicators</i>	<i>Illustrative target:</i>
Indigenous leaders engaging in advocacy with government agencies within three months of completing the training/mentorship program.	12 leaders engaged in advocacy activities

Objective 4

Panama creates a competent civil service that provides nonpartisan continuity and service to all residents of Panama.

<i>Example/Illustrative Output Indicators</i>	<i>Illustrative target:</i>
Civil service staff receiving training on digital records management.	100 civil service staff trained

<i>Example/Illustrative Outcome Indicators</i>	<i>Illustrative target:</i>
Government agencies or sub-agencies digitizing their records managements systems.	4 agencies or sub- agencies digitized record systems

The applicant may propose additional outputs, indicators, and/or targets as appropriate. Recipient will be required to collect baseline data for all the Performance Monitoring Plan indicators during the first year of the project. In addition, applicants should define certain terms included in the outcomes and indicators at the very beginning of the project so that it is possible to measure the change during and at the end of the project. Examples of such are “capacity,” “spread effect,” etc. Such baseline information will be critical for both monitoring and evaluation of project progress and results.

[END OF SECTION I]

SECTION II – AWARD INFORMATION

U.S. Embassy Panama expects to award up to four grant agreements based on this NOFO. The anticipated total federal funding amount is \$750,000.00. The period of performance for each award is between 18-24 months with an anticipated start date of September 30, 2021.

The U.S. government may issue one or more awards resulting from this NOFO to the responsible applicant(s) whose application(s) conforming to this NOFO are the most responsive to the objectives set forth in this NOFO. The U.S. government may (a) reject any or all applications, (b) accept other than the lowest cost application, (c) accept more than one application, (d) accept alternate/revised applications, and (e) waive informalities and minor irregularities in applications received.

The U.S. government may make awards based on initial applications received, without discussions or negotiations. Therefore, each initial application should contain the applicant's best terms from a cost and technical standpoint. The U.S. government reserves the right (but is not under obligation to do so), however, to enter into discussions with one or more applicants in order to obtain clarifications, additional detail, or to suggest refinements in the project description, budget, or other aspects of an application.

[END OF SECTION II]

SECTION III – ELIGIBILITY INFORMATION

(1) Eligible Entities: Applicants who are eligible to apply are U.S. and overseas-based Non-Governmental Organizations (NGOs), Public International Organizations (PIOs), Educational Institutions and other qualified organizations that are able to respond to the NOFO and be able to mobilize in a short period of time.

To be eligible for a grant award, in addition to other conditions of this NOFO, organizations must have a commitment to non-discrimination with respect to beneficiaries and adherence to equal opportunity employment practices. Non-discrimination includes equal treatment without regard to race, religion, ethnicity, gender, and political affiliation.

Applicants are reminded that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the recipient to ensure compliance with these Executive Orders and laws. This provision must be included in any sub-awards issued under this grant award.

(2) U.S. Embassy Panama encourages applications from potential new partners.

[END OF SECTION III]

SECTION IV – APPLICATION AND SUBMISSION INSTRUCTIONS

U.S. Embassy Panama urges prospective applicants to confirm immediately that their organization has a current Dun and Bradstreet Data Universal Numbering System (DUNS) number as well as a current Central Contractor Registration (www.sam.gov).

Applicant organizations that do not have DUNS number, may obtain one at no cost by calling the toll-free DUNS request line at 1-866-705-5711 or visiting the D&B website at: <https://iupdate.dnb.com/iUpdate/viewiUpdateHome.htm>

NOTE: Organizations must obtain a DUNS number prior to completing the SAM.gov registry process.

Applicant organizations can obtain assistance for SAM.gov registration by using the following link: <https://www.fsd.gov> or calling 1-866-606-8220 (U.S. calls)/or 1-324-206-7828 (international calls).

NCAGE Code - Special Requirements for Non-U.S. Applicants

Non-U.S. organizations must first obtain a North Atlantic Treaty Organization (NATO) CAGE (NCAGE) Code from the appropriate source. Organizations may request an NCAGE code using the following link: <https://eportal.nspa.nato.int/AC135Public/scage/CageList.aspx>

TECHNICAL FORMAT REQUIREMENTS

For all application documents, please ensure:

- A) All pages are numbered, including budgets and attachments,
- B) All documents are formatted to 8 ½ x 11 paper, and
- C) All Microsoft Word documents are single-spaced, 12 point Times New Roman font, with a minimum of 1-inch margins.

Complete applications must include the following for proposal submissions:

1. Completed Cover Sheet that includes a project title, name of the solicitation organization, and Data Universal Numbering System (DUNS). (See Tab F)
2. Completed and signed SF-424, SF-424a [and SF424b] submitted to www.grants.gov, as well as, if applicable, the organization's most recent audit. The SF-424B is required only for those applicants who have not registered in SAM.gov or recertified their registration in SAM.gov since February 2, 2019 and completed the online representations and certifications.
3. Table of Contents (not to exceed one [1] page) that includes a page-numbered contents page, including any attachments.
4. Executive Summary (not to exceed two [2] pages) that includes:
 - a) The target country(ies)
 - b) Name and contact information for the project's main point of contact
 - c) A statement of work or synopsis of the project, including a concise breakdown of the project's objectives, activities, and expected results
 - d) The total amount of funding requested and project length

- e) A brief statement on how the project is innovative, sustainable, and will have a demonstrated impact
5. Proposal Narrative (not to exceed ten [10] pages in Microsoft Word). Please note the ten-page limit does not include the Table of Contents, Executive Summary, Attachments, Detailed Budget, Budget Narrative, or NICRA. Applicants are encouraged to submit multiple documents in a single Microsoft Word, (i.e., Table of Contents, Executive Summary, Proposal Narrative, and Budget Narrative in one file).
 6. Budget Narrative (preferably in Microsoft Word) that includes an explanation and justification for each line item in the detailed budget spreadsheet, as well as the source and a description of all cost share offered. For ease of review, U.S. Embassy Panama recommends **applicants order the budget narrative as presented in the detailed budget**. Program management and/or personnel costs should include a clarification of the roles and responsibilities of key staff and percentage of time devoted to the project. **The budget narrative should communicate to U.S. Embassy Panama any information that might not be readily apparent in the budget, not simply repeat with words what is stated numerically in the budget.**
 7. Detailed Line-Item Budget (preferably in Microsoft Excel) that includes three [3] columns including the request to U.S. Embassy Panama, any cost-sharing contribution and total budget (see below for more information on budget format). A summary budget should also be included using the OMB approved budget categories (see SF-424 as a sample). Costs must be in U.S. dollars.
 8. Attachments (not to exceed nine [9] pages total, preferably in Microsoft Word) that include the following in order:
 - a) Page 1-2: PMP (see below for more information on this section).
 - b) Page 3: Roles and responsibilities of key project personnel with short bios that highlight relevant professional experience. This relates to the organization's capacity. Given the limited space, CVs are not recommended for submission.
 - c) Page 4: Timeline of the overall proposal. Components should include activities, evaluation efforts, and project closeout.
 - d) Page 5-7: Additional optional attachments. Attachments may include further timeline information, letters of support, memoranda of understanding (MOU)/agreement, etc. For applicants with a large number of letters/MOUs, it may be useful to provide a list of the organizations or government agencies that support the project rather than the actual documentation.
 9. If the organization has a negotiated indirect cost rate agreement (NICRA) and will include NICRA charges in the budget, the latest NICRA must be included as a .pdf file. This document will not be reviewed by the panelists, but rather used by U.S. Embassy Panama City project and grant staff if the submission is recommended for funding and therefore does not count against the submission page limitations, as described above. If the proposal involves sub-grants to organizations charging indirect costs, please submit the applicable NICRA also as a .pdf file (see below for more information on indirect cost rates). Specify if the organization instead elects to charge the de minimis rate of 10% of the modified total direct costs.

Note: U.S. Embassy Panama retains the right to request additional documentation for those items not included on this form.

INFORMATION ON STANDARD FORMS

Please see Tab D for instructions for completion of Standard Forms 424, 424A, and 424B.

ADMINISTRATIVE REQUIREMENTS, COST PRINCIPLES AND AUDIT REQUIREMENTS FOR FEDERAL AWARDS

Organizations should be familiar with 2 CFR 200 on cost accounting principles. For a copy of the Code of Federal Regulations, go to http://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl. Non-U.S.-based nonprofit organizations are legally required to comply with 2 CFR 200. Public international organizations retain their privileges and immunities as such, but are encouraged to address requirements outlined in 2 CFR 200.

AUDITS

The recipient's proposal should include the cost of an audit that:

- 1) Complies with the requirements of 2 CFR 200 Subpart F "Audit Requirements;"
- 2) Complies with the requirements of American Institute of Certified Public Accountants (AICPA) Statement of Position (SOP) No. 92-9, "Audits of Not-for-Profit Organizations Receiving Federal Awards;"
- 3) Complies with AICPA Codification of Statements on Auditing Standards AU Section 551, "Reporting on Information Accompanying the Basic Financial Statements in Auditor-Submitted Documents," where applicable. When the U.S. Department of State is the largest direct source of Federal financial assistance (i.e., the cognizant Federal Agency) and indirect costs are charged to Federal grants, a supplemental schedule of indirect cost computation is required;
- 4) A non-Federal entity that expends \$750,000 or more during the non-Federal entity's fiscal year in Federal awards must have a single or project-specific audit conducted for that year in accordance with the provisions of 2 CFR 200 subpart F.
The audit costs shall be identified by 2 CFR 200.425.

INDIRECT COST-RATE

An organization with a negotiated indirect cost rate agreement (NICRA) negotiated with a cognizant federal government agency other than the U.S. Department of State must include a copy of the cost-rate agreement. Applicants should indicate in the proposal budget how the rate is applied and if any of the rate will be cost-shared. Per 2 CFR 200.414, any non-Federal entity that has never received a negotiated indirect cost rate, except for those non-Federal entities described in Appendix VII to Part 200—States and Local Government and Indian Tribe Indirect Cost Proposals, paragraph D.1.b, may elect to charge a de minimis rate of 10% of modified total direct costs (MTDC), which may be used indefinitely. As described in 2 CFR 200.403, factors affecting allowability of costs, costs must be consistently charged as either indirect or direct costs, but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all Federal awards until such time as a non-Federal entity chooses to negotiate for a rate, which the non-Federal entity may apply to do at any time.

TAB A: PROPOSAL GUIDELINES

Proposals should include the following components:

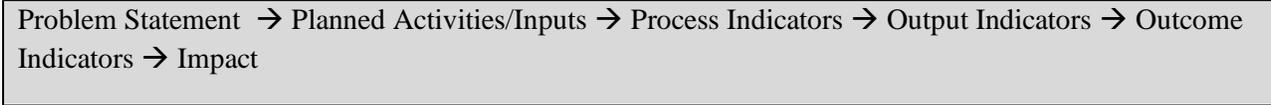
- Introduction and Problem Statement
- Planned Activities
- Indicators

Problem Statement and Rationale: Describe the problem and how the project will achieve or contribute to achieving a sustainable solution and a measurable outcome. The applicant should explain the extent of existing assistance within the particular geographic area, and how the proposed intervention may complement (or differ from) other similar interventions. The applicant should also explain, as necessary, the particular experience and qualifications it brings to the project. The rationale should also reflect an understanding of the priorities and policies of the post or program with which this proposal is associated.

Planned Activities and Indicators: Describe the planned activities, and relevant stakeholders for implementation. The applicant should highlight key stakeholders and their expected role in the project, along with any contingencies. The applicant should list assumptions that are dependent on the ultimate success of the project. This could include elements like geographic location, coordination efforts with other international organizations, or political will from host governments, private sector, and NGOs. As appropriate, limited contingency possibilities should be included in the proposal, in case the initial planning assumptions are not met. Example of a planned activity and contingency:

Planned Activity	Contingency
<i>Open data workshops in collaboration with the government of Panama, focused on raising awareness about public procurement contract.</i>	<i>If government of Panama does not engage at the expected level, project team will look to other regional stakeholders, such as the OAS, to assist in convening key stakeholders.</i>

In the proposal, there should be a clearly defined link between each of the following elements as delineated:



Process Indicators measure the activity that has been completed. Please delineate the specific activities to be conducted, such as workshops, roundtables, trainings, forums, exchanges, policy dialogues, etc. All indicators must include targets. Example of a process indicator:

Process Indicator	<i>200 Afro-Panamanian women educated on the importance of civic engagement.</i>
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Output Indicators, otherwise known as deliverables, associated with the agreement, should be included. Unlike process indicators, outputs are what is produced, and are often tangible. At this level, it is the measurement of ability, knowledge, skills, or access. All indicators must include targets. Example of an output indicator involving the same participants:

Output Indicator	<i>80 percent of Afro-Panamanian women received X weeks of advocacy skills training.</i>
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Outcome Indicators measure the change in system, behavior, or practice. Expected outcomes are the results that come from a series of activities that are necessary to achieve impact. All indicators must include targets. Example of an outcome indicator:

Outcome Indicator	<i>60 percent of Afro-Panamanian women lobbied decision makers in their communities within six months of completing training.</i>
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All indicators must include measurable, numerical targets, which should serve as the foundation for monitoring and evaluation efforts. Ultimately, proposed activities and achievement of indicator targets will lead to impact.

TAB B: PROGRAM MONITORING PLAN (PMP)

U.S. Embassy Panama will work with recipient organizations to implement the appropriate monitoring plan that meets both the needs of U.S. Embassy Panama and the implementing partner. Incorporating a well-designed monitoring component into a project is one of the most efficient methods of documenting the progress and potential success of a project. Successful monitoring depends on the following:

- Setting objectives that are specific, measurable, attainable, results-focused, and placed in a reasonable time frame (SMART)
- Linking project activities to stated objectives
- Developing key performance indicators that measure realistic progress towards the objectives

U.S. Embassy Panama expects implementing organizations will track participants or partners as appropriate and be able to respond to key evaluation questions, including satisfaction with the project/training, information learned as a result of the project/training, changes in attitude and behavior as a result of the project, and effects of the project on institutions with which participants work or partner. Applicants should include the monitoring and evaluation process in their timeline.

Recipients will be required to provide reports with an analysis and summary of their findings, both quantitative and qualitative, in their regular progress reports to U.S. Embassy Panama.

The monitoring plan should include, at a minimum, the following elements:

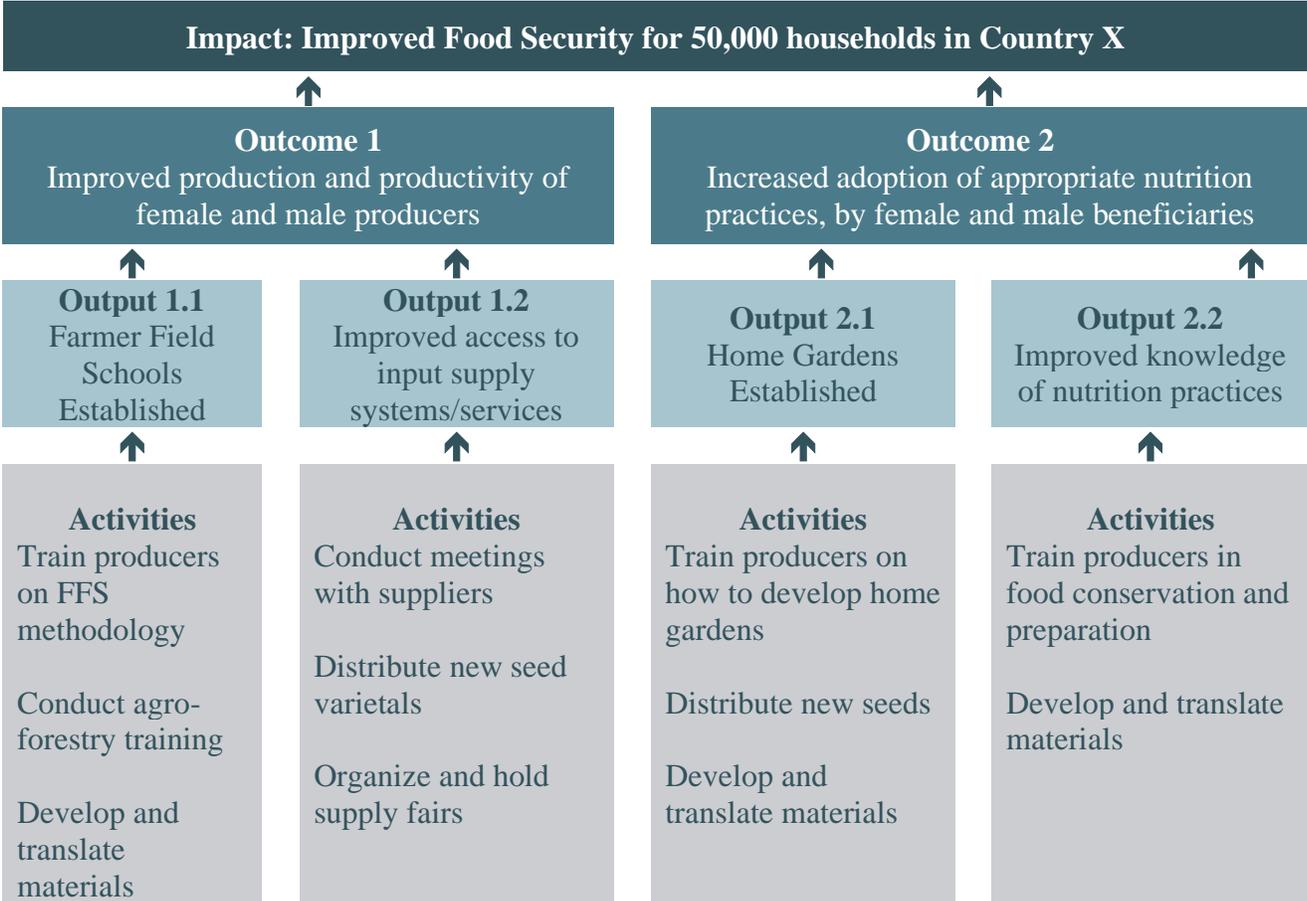
- A results “Logic Model” planning document (see sample)
- Indicators, as described in the NOFO and in Tab A, as well as details on how each indicator will be measured, frequency of the measurements, units of measure, etc. Provide indicators at the output and outcome levels. Monitoring plans should include a chart component that clearly delineates indicators and targets. **All indicators must include measurable, numerical targets.**
- Establish, where possible, performance baseline data and expected performance targets for each indicator/outcome. In some cases, the baseline may be zero.
- Describe monitoring tools, such as rapid assessment surveys, site visits, key stakeholder interviews, etc., that will be used.
- Plans should describe how the project’s impact and effectiveness would be monitored throughout the project.

Sample Evaluation Plan

Activity: Advocacy Training						
Indicator Type	Indicator Name	Source	Target FY21Q1	Results FY21Q1	Target FY21Q2	Results FY21Q2
Output	# of Afro-Panamanian women receiving advocacy training	training records	120		40	
Outcome	% of Afro-Panamanian women lobbying decision makers	Post-training survey	60		36	
Activity: XXXXX						
Indicator Type	Indicator Name	Source	Target FY21Q1	Results FY21Q1	Target FY21Q2	Results FY21Q2
Output						
Outcome						

Sample “Logic Model” Planning Tool

Note: Outcomes, outputs, and activities should include numerical, measurable targets. A Logic Model is a useful tool for planning and utilized when designing monitoring and evaluation methodology and frameworks.



TAB C: BUDGET GUIDELINES

Complete budgets will provide a detailed line-item budget outlining specific cost requirements for proposed activities. A minimum of three columns should be used to delineate the bureau funding request, cost share by applicant, and total project funding. Complete applications will include a budget narrative to clarify and justify individual line items (i.e. calculations of how the costs were derived per month or year, their necessity, and overall contribution to the project's cost-effectiveness).

The three-column proposal line item budget should include the following components, in the suggested format below:

		Proposal Request	Cost Share	Total
A. PERSONNEL				
a) Primarily Headquarters-Based Personnel				
-H.Q.-based project -dedicated staff salary (X months)	X% of \$X/yr			
-H.Q.-based administrative staff salary (X months)	X% of \$X/yr			
b) Primarily Field-Based Personnel				
-Field-based Country Director salary (x months or year)	X% of \$X/yr			
-Field-based Project Assistant salary (x months or year)	X% of \$X/yr			
Subtotal Personnel				
B. FRINGE BENEFITS				
a) Primarily H.Q.-Based Fringe Benefits				
-H.Q.-based project -dedicated staff fringe (X months)	fringe=X% salary			
-H.Q.-based administrative staff fringe(X months)	X% fringe			
-H.Q.-based administrative staff fringe(X months)	X% fringe			
b) Primarily Field-Based Fringe Benefits				
-Field-based Country Director fringe (x months or year)	fringe=X% salary			
-Field-based Project Assistant fringe (x months or year)	X% fringe			
-Field-based Project Assistant fringe (x months or year)	X% fringe			
Subtotal Fringe Benefits				
C. TRAVEL				
a) Monitoring Travel				
-Monitoring Trip: H.Q. to field (X)	\$X/RT flight			
-Per diem (X days)	\$X/day			
b) Field Travel				
<u>Activity 1: Workshop</u>				
-Staff Travel (# staff)	\$X/RT flight/# staff			
-Staff Per Diem (X days)	\$X/day/# day/# staff			
-Participant Travel (# participants)	\$X/trip/# pax			
-Participant Per Diem (X days)	\$X/day/# day/# pax			
<u>Activity 2: Town Hall Meeting</u>				
-Staff Travel (# staff)	\$X/RT flight/# staff			
-Staff Per Diem (X days)	\$X/day/# day/# staff			
-Participant Travel (# participants)	\$X/trip/# pax			
-Participant Per Diem (X days)	\$X/day/# day/# pax			
Subtotal Travel				
D. EQUIPMENT				
a) Primarily H.Q.-Based Equipment (if applicable)				

-H.Q.-equipment (if applicable)	\$X/unit			
d) Primarily Field-Based Equipment				
-Field-equipment	\$X/unit			
Subtotal Equipment				
E. SUPPLIES				
a) Primarily H.Q.-Based Supplies (if applicable)				
-Printing and Photocopying (X months)	X% of \$X/yr			
b) Primarily Field-Based Supplies				
-Markers and dry erase board	\$X/set			
-Telephone (X months)	X% of \$X/yr			
-Office Supplies (X months)	X% of \$X/yr			
Subtotal Supplies				
F. CONTRACTUAL				
a) Subgrants				
-Local Subgrantees (X subgrants)	\$X/unit			
b) Consultant Fees				
-Media Specialist/Honoraria (X days/hours)	\$X/consult			
-Independent M & E specialist	\$X/unit			
-Translation Fees (X pages)	\$X/page			
Subtotal Contractual				
G. CONSTRUCTION				
	N/A			
H. OTHER				
a) Other Direct Costs				
-Field Office Rent (X months)	X% of \$X/mo			
Subtotal Other				
I. TOTAL DIRECT CHARGES (Sum of A-H Subtotals)				
J. INDIRECT CHARGES				
a) Indirect Costs/NICRA (X% of costs)				
Subtotal Indirect Charges				
K. TOTAL COSTS (Sum I-J)				

Note: This budget is designed to serve as an example of the format for complete budget submissions and is NOT exhaustive. Individual line items included in each applicant's budget should reflect specific project activities. (pax = participants)

Before grants are awarded, the Embassy reserves the right to reduce, revise, or increase proposal budgets in accordance with the needs of the Embassy's program and availability of funds.

As mentioned above, the detailed budget should also include an accompanying budget narrative that explains and justifies each line item, in the suggested format below:

LINE-ITEM BUDGET –

A. Personnel – Identify staffing requirements by each position title and brief description of duties. For clarity, please list the annual salary of each position, percentage of time and number of months devoted to the project. (e.g., Administrative Director: \$30,000/year x 25% x 8.5 months;

calculation: $\$30,000/12 = \$2,500 \times 25\% \times 8.5 \text{ months} = \$5,312.$

B. Fringe Benefits - State benefit costs separately from salary costs and explain how benefits are computed for each category of employee - specify type and rate.

C. Travel - Staff and any participant travel:

- 1) International airfare
- 2) In-country travel
- 3) Domestic travel in Country X., if any
- 4) Per diem/maintenance: includes lodging, meals and incidentals for both participant and staff travel. Rates of maximum allowances for U.S. and foreign travel are available from the following website: <http://www.policyworks.gov/>. Per diem rates may not exceed the published U.S. government allowance rates; however, institutions may use per diem rates lower than official government rates.
- 5) Staff refers to grantee staff only, and not sub-grantee staff or contractors

D. Equipment – please provide justification for any equipment purchase/rental, defined as tangible personal property having a useful life of more than one year and an acquisition cost of \$5000 or more.

E. Supplies - list items separately using unit costs (and the percentage of each unit cost being charged to the grant) for photocopying, postage, telephone/fax, printing, and office supplies (e.g., telephone: $\$50/\text{month} \times 50\% = \$25/\text{month} \times 12 \text{ months}$).

F. Translation – *Cost of translating reports may be reimbursed, but only for proposals that are accepted for funding*

G. Contractual –

a) **Subgrants**. For each subgrant/contract, please provide a detailed line-item budget breakdown explaining specific services. Please provide a subgrant budget using the approved OMB budget format. (See Tab C: Budget Guidelines, above.)

b) **Consultant Fees**. For example, lecture fees, honoraria, travel, and per diem for outside speakers or independent evaluators: list number of people and rates per day (e.g., $2 \times \$150/\text{day} \times 2 \text{ days}$).

H. Other - these will vary depending on the nature of the project. The inclusion of each should be justified in the budget narrative. All costs must be allowable, allocable, and reasonable, and consistent with OMB guidelines.

I. Indirect Charges - See 2 CFR 200.414, "Indirect Costs"

1) If the organization has an indirect cost-rate agreement with the U.S. Government, please include a copy of this agreement. Please specify if the organization elects to charge the de minimis rate of 10% of the modified total direct costs. This does not count against submission page limitations.

2) If the organization is charging an indirect rate, please indicate how the rate is applied--to direct administrative expenses, to all direct costs, to wages and salaries only, etc.

3) Do not include indirect costs against participant expenses in the proposal budget, as the Embassy generally will not pay for these costs.

Cost Share/Cost Effectiveness – Cost sharing is not required. Explanation of contributions should be included, whether cash or in-kind. Assign a monetary value in U.S. dollars to each in-kind contribution. If the proposed project is a component of a larger program, identify other funding sources for the proposal and indicate the specific funding amount to be provided by those sources. In addition, it is recommended that budget narratives address the overall cost-effectiveness of the proposal, including leveraging of institutional or other resources. Cost sharing or matching refers to a portion of project or program cost that is not borne by the Federal Government. Grantees must follow cost the sharing or matching policy as stipulated in 2 CFR 200.306. For example, the fair market value for donated equipment, third party in-kind donations, and volunteer services must be documented. Cost sharing amounts proposed will be incorporated as part of the allowable budget items. If selected for an award, the organization will have to provide the minimum amount of cost-sharing as stipulated in the budget approved by the U.S. Department of State Grants Officer. If the organization does not meet its cost-share amount stipulated in the approved budget by the end of the period of performance, the Embassy will have the option to (1) reduce its contribution in proportion to the organization’s contribution or (2) hold the organization accountable for the amount specified in the approved budget.

BUDGET CONDITIONS AND RESTRICTIONS:

The Embassy does not pay for the following:

- Publication of materials for distribution within the United States
- Administration of a project that will make a profit
- Expenses incurred before or after the specified dates of award period of performance (unless prior written approval received)
- Projects designed to advocate policy views or positions of foreign governments or views of a particular political faction
- Alcoholic beverages
- Costs of entertainment, including amusement, diversion, and social activities and any associated costs are unallowable, except where specific costs that might otherwise be considered entertainment have a programmatic purpose and are authorized either in the approved budget for the Federal award or with prior written approval of the Federal awarding agency
- Purchase of land
- Construction
- Direct social support
- Support for law enforcement officials or forces

The Embassy may make conditions and recommendations on proposals to enhance proposed projects. Conditions and recommendations are to be addressed by the applicant before approval of the award. To ensure effective use of U.S. Embassy Panama’s funds, conditions or recommendations may include requests to increase, decrease, clarify, and/or justify costs.

TAB D: GUIDELINES FOR STANDARD FORMS

SF-424 – Complete all fields except fields noted as “Leave Blank” below.

1. Type of Submission: Application
2. Type of Application: New
3. Date Received: Leave blank. This will automatically be assigned
4. Applicant Identifier: Leave blank
- 5a. Federal Entity Identifier: Leave blank
- 5b. Federal Award Identifier: Leave blank
6. Date Received by State: Leave blank. This will automatically be assigned
7. State Application Identified: Leave blank. This will automatically be assigned
- 8a. Enter the legal name of the applicant organization.
- 8b. Employer/Taxpayer ID Number: N/A.
- 8c. Organizational DUNS: Organizations can request a DUNS number at <http://fedgov.dnb.com/webform>
- 8d. Enter the full address of the applicant
- 8e. Enter the name of the primary organizational unit (and department or division, if applicable) that will undertake the assistance activity, if applicable
- 8f. Enter the name, title, organization, and contact information of person to be contacted on matters involving this application
9. Select an applicant type (type of organization)
10. Enter: U.S. Embassy Panama
11. Enter: N/A
12. Enter the Funding Opportunity Number and title. This number will already be entered on electronic applications.
13. Enter the Competition Identification Number and title. This number will already be entered on electronic applications.
14. Areas Affected by Project: List the country or countries where project activities will take place in alphabetical order.
15. Enter the title of the proposed project (if necessary, delete pre-printed wording)
- 16a. Enter congressional district of Applicant.
- 16b. Enter: 00
Program: Leave blank
17. Enter a start date of September 30, 2020 and a projected end date
18. Enter the amount requested for the project under “Federal” (18a); enter any cost-share under “Applicant” (18b).
19. Enter “c”
20. Select the appropriate box. If the answer is “yes” to this question, the organization will be required to provide an explanation.
21. Enter the name, title, and contact information of the individual authorized to sign for the application.

Link to Form: [SF-424 Family | GRANTS.GOV](#)

SF-424A – Please review the detailed instructions below BEFORE completing this form online

Section A - Budget Summary - Complete Row 1

- 1a. Enter: CARSI Program (This is the only grant program that needs to be entered)
- 1b. Enter: N/A
- 1c-d. Leave these fields blank
- 1e. Enter the amount of federal funds the organization is requesting for this project
- 1f. Enter the amount of any other funds the organization will receive towards this project
- 1g. Enter the total cost of this project

Rows 2, 3, and 4 should be left blank.

Section B - Budget Categories – Enter total project costs in each category in Column 1 as described below. In Column 5, the form should automatically show the sum. Columns 2, 3, and 4 should be left blank.

- 6a-h. Enter the amount for each object class category (Include cost share).
- 6i. Enter the sum of 6a-6h
- 6j. Enter any indirect charges
- 6k. Enter the sum of 6i and 6j
- 7. Enter any program income that will be earned as a result of the project. If there is none leave this section blank.

Section C - Non-Federal Resources (Only complete this section if the project includes an applicant cost share or funds from other sources-cost share is not required)

- 8a. Under Grant Program enter: U.S. Embassy Panama
- 8b. Enter cost share amount
- 8c. Enter the amount of any other funding sources for this project
- 8d. Leave blank
- 8e. Enter the total amount for all non-federal resources (the form should automatically show this sum)

Rows 9, 10, and 11 should be left blank.

Section D - Forecasted Cash Needs

- 13. In the first column enter the amount of federal funds the organization expects to expend in the project's first year. Forecasted cash needs by quarter are not required.
- 14. In the first column enter the amount of non-federal funds the organization expects to expend in the project's first year. Forecasted cash needs by quarter are not required.
- 15. In the first column enter the sum of 13 and 14 (the form should automatically show this sum). Forecasted cash needs by quarter are not required.

Section E - Budget Estimates of Federal Funds Needed for Balance of the Project

- 16a. Under Grant Program enter: CARSI Program
- 16b. Enter the amount of federal funds the organization expects to expend in year two of the project.
- 16c. Enter the amount of federal funds the organization expects to expend in year three of the project.
- 16d. and 16e. Leave blank

Rows 17, 18, 19 should be left blank.

20. Enter the total amount for each year (The form should automatically show this sum.)

Section F - Other Budget Information

21. Enter: Direct Charges – **Leave Blank**

22. Enter: Indirect Charges – If Indirect Charges are shown in Section B 6, enter the type of Indirect Rate used (Provisional, Predetermined, Final, or Fixed)

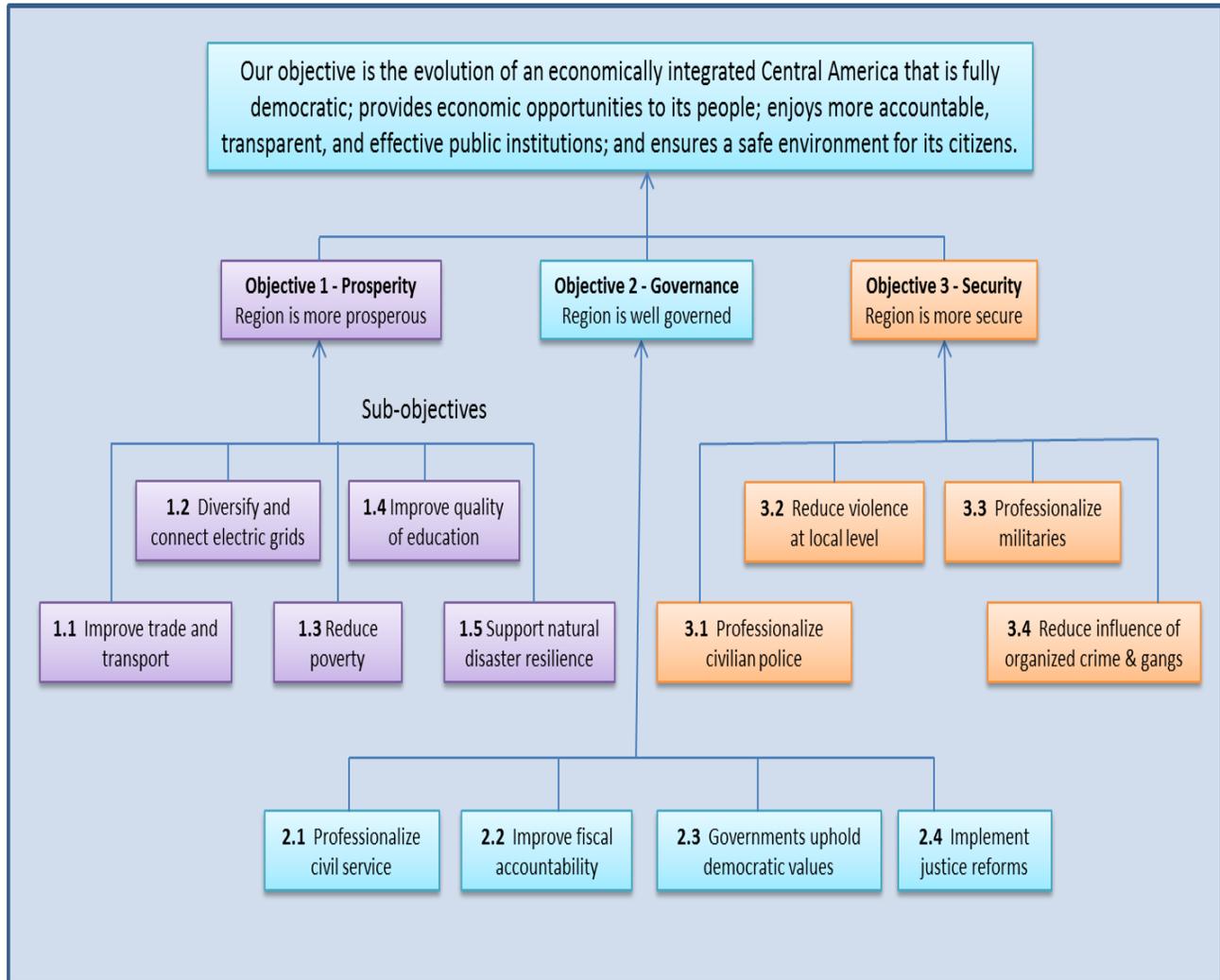
23. Enter any comments

Link to Form: [SF-424 Family | GRANTS.GOV](#)

TAB E: U.S. STRATEGY IN CENTRAL AMERICA RESULTS ARCHITECTURE

See link below for the U.S. Strategy in Central America Results Architecture.

www.state.gov/documents



TAB F: CARSI Economic Support Funds Project Proposal Cover Sheet

Country: _____

Project No. (Assigned by U.S. Embassy) _____

Date of Submission: _____

Project Title: _____

Name of Organization: _____

Mailing Address: _____

Street Address: _____

Telephone: _____ Fax: _____

Alternate Telephone: _____ E-Mail: _____

Principal Officer: _____ (name and position)

Project Contact: _____ (name and position)

Proposed Project Duration: _____

FINANCES:

Total ESF Funds Requested _____ (US\$)

Total Cost Share (*optional*) _____ (US\$)

Total Project Cost: _____ (US\$)

The following items are required in your proposal:

- ___ Cover Sheet (This page filled in)
- ___ Completed and signed SF-424, SF-424a and SF424b, submitted to grants.gov
- ___ Table of Contents
- ___ Executive Summary
- ___ Proposal Narrative
- ___ Budget Narrative
- ___ Detailed Line-Item Budget
- ___ Additional Attachments: Organizational Capability; PMP; Resumes of Key Persons; Proof of Organization's Legal Status; Letters of Support from Project Partners

TAB G: Sample Risk Template

Applicants should consider the implications of the novel coronavirus (COVID-19) on project activities and any possible restrictions in Panama. The risk template should include a contingency plan for the various restrictions that may occur due to COVID-19 and a review of project activities that may can be completed virtually if necessary.

	Description of Risk	Probability of Risk Occurring	Potential Impact of Risk	Risk Mitigation Plan/Actions
Risks affecting participants				
Risks affecting stakeholders/community members				
Risks affecting realization of project activities				
Risks affecting realization of project outcomes/outputs				
Risks affecting safety and security of personnel				

[END OF SECTION IV]

SECTION V – APPLICATION REVIEW INFORMATION

The technical applications will be evaluated in accordance with the Technical Review Criteria set forth below. Applicants shall organize the narrative sections of their technical applications in the same order as the selection criteria. Technical evaluation of applications will be based on the extent and appropriateness of proposed approaches and feasibility of achieving the strategic objectives, in accordance with the following criteria.

If award is not made on the initial applications, U.S. Embassy Panama City may request clarification and supplemental materials from applicants whose applications have a reasonable chance of being selected for award. The entry into discussion is to be viewed as part of the Technical Review process and shall not be deemed by U.S. Embassy Panama City or the applicants as indicative of a decision or commitment upon the part of U.S. Embassy Panama City to make an award to the applicants with whom discussions are being held.

I. TECHNICAL REVIEW CRITERIA

A technical review committee, using the criteria shown in this Section, will assess the technical applications. The various functional elements of the technical criteria are assigned weighted scores, so that the applicants will know which areas require emphasis in the preparation of applications.

Where applications are considered technically essentially equal, cost may be the determining factor. Applicants should note that these criteria serve as the standard against which all applications will be reviewed and serve to identify the significant matters which applicants should address in their applications.

The relative importance of each criterion is indicated by the number of points assigned. A total of 100 points is possible.

Quality of Program Idea Rating (Total Possible 25) – Rating:

- Responsive to the solicitation (5 points)
- Appropriate in the country/regional context (5)
- Exhibits originality, substance, and precision (5)
- Prioritizes innovation but is feasible (5)
- In countries where similar activities are already taking place, provides an explanation as to how new activities will not duplicate or merely add to existing activities (5)

Program Planning/Ability to Achieve Objectives Rating (Total Possible 25) – Rating:

- Includes a clear articulation of the proposed project activity's expected contribution to the overall program objectives (3)
- Each activity is clearly developed and detailed (3)
- Provides a comprehensive quarterly work plan for project activities that demonstrates substantive undertakings within the logistical capacity of the organization (3)
- Objectives are clear, specific, attainable, measurable, results-focused, and placed in a reasonable time frame (3)
- Addresses how the project will engage or obtain support from relevant stakeholders and

- identifies local partners where appropriate (3)
- Describes the division of labor among the direct applicant, any partners and any potential subgrantees (2)
- Proposal clearly articulates understanding of the security situation/operating environment and plans for ensuring safety of participants (2)
- Includes contingency plans for potential difficulties in executing the original work plan (6)

Cost Effectiveness (Total Possible 15) - Rating:

- The overhead and administration of the proposal, including salaries and honoraria, are explained and justified for the work involved (5)
- All budget items are necessary, appropriate and linked to project objectives (5)
- Personnel costs are reasonable for the work involved (5)
- NOTE: Cost share is not required. Applicants may offer cost share, however cost share will not be considered or factored in when proposals are reviewed.

PMP(Total Possible 15) - Rating:

- The Program Monitoring Plan includes:
- Narrative explaining how monitoring and evaluation will be carried out and who will be responsible for monitoring and evaluation activities (5)
- Table listing by project objectives the output- and outcome-based performance indicators with baselines and (yearly and cumulative) targets; data collection tools; data sources; types of data disaggregation, if applicable; and frequency of monitoring and evaluation (7)

Multiplier Effect/Sustainability of Impact Rating (Total Possible 10) - Rating:

- Clearly delineates how elements of the project will have a multiplier effect (5)
- Clearly delineates how impact will be sustainable beyond the life of the grant (5)

Institution's Record and Capacity Rating (Total Possible 10) - Rating:

- The proposal demonstrates an institutional record of successful projects in the proposed country, the content area (e.g., media, access to justice), or other (describe) (4)
- Personnel and institutional resources are adequate and appropriate to achieve the project's objectives (2)
- Roles, responsibilities, and brief bios/resumes are included for key staff, and demonstrate relevant professional experience (2)
- Applicant is a current/past Department of State grantee where performance (2)
 - was/is on target
 - showed/shows responsible fiscal management

OR

- The proposal is from a NEW APPLICANT and proposal: (2)
 - demonstrates capacity for responsible fiscal management
 - illustrates success in similar-sized projects

COST REVIEW

Cost will be evaluated for realism, reasonableness, allowability, allocability, and cost effectiveness. The pre-award assessment of cost effectiveness will include an examination of the application's budget detail to ensure it is a realistic financial expression of the

proposed project and does not contain estimated costs that may be unallocable, unreasonable, or unallowable. Applications that have more efficient operational systems that reduce operation costs will be favorably considered.

Applications that maximize direct activity costs including cost sharing and that minimize administrative costs are encouraged. Other considerations are the completeness of the application, adequacy of budget detail and consistency with elements of the technical application. In addition, the organization must demonstrate adequate financial management capability, to be measured by a responsibility determination.

[END OF SECTION V]

SECTION VI – AGENCY CONTACTS

Any prospective applicant desiring an explanation or interpretation of this NOFO must request it in writing by the deadline for questions specified in the cover letter to allow a reply to reach all prospective applicants before the submission of their applications. Any information given to a prospective applicant concerning this NOFO will be furnished promptly to all other prospective applicants as an amendment of this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicants.

Any questions or comments concerning this NOFO must be submitted in writing by email to PanamaGrants@state.gov by the deadline for questions indicated at the top of this NOFO's cover letter.

[END OF SECTION VI]