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DEMOBILIZATION PLAN

FOOD PRODUCTION, PROCESSING & MARKETING PROJECT

(FPPM)

03 October 2014

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FOOD PRODUCTION, PROCESSING & MARKETING PROJECT

DEMOBILIZATION PLAN

Program Title:	**Food Production, Processing & Marketing Project (FPPM)**
Sponsoring USAID Office:	**USAID/Kinshasa**
Contract Number:	**AID-623-C-11-00008**
Contractor:	**DAI**
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1. OVERVIEW

The institutional contract (AID-623-C-11-00008) between USAID and DAI for implementation of the Food Production, Processing & Marketing activity (FPPM) was signed on 9 May 2011. FPPM was to run for five years, to 8 May 2016, however DAI received a letter from USAID in early March 2014 announcing a premature closure date of December 31st, 2014. The purpose of FPPM, aligned with the US President's Feed the Future strategy, is to instigate broad-based agricultural growth, through the application of value chain methodology, in three provinces of the Democratic Republic of Congo (DRC): Bandundu, Bas-Congo, and Kinshasa. FPPM will support food availability in the DRC, stimulate economic growth and increase incomes in rural areas, and establish a base for the longer term development of a productive and market responsive agricultural sector.

FPPM comprises three specific objectives/components: 1) *Increasing Agricultural Productivity* - increasing the productivity of tens of thousands of smallholders in Bandundu, Bas Congo, and Kinshasa Provinces; 2) *Improving Market Efficiency* - improving the efficiency of aggregators, traders, processors, transporters, and market operators who supply the urban populations; and, 3) *Developing Capacity to Respond to Market Opportunities* – improving the capacity of community-based organizations, associations, cooperatives, and small and medium enterprises to respond to market opportunities along the value chains. The contract calls for FPPM to program and execute a mix of activities of different scales; that will most efficiently and effectively produce the desired project results and impacts (Sect. C.3.3, p. C-11).

Working with producer organizations, public and private partnerships (PPPs), and other donors, FPPM is facilitating the access of smallholder groups to inputs, services, and markets, enabling smallholder farms to become income-generating businesses. As the managers of these businesses, both men and women, learn how to supply rural and urban markets, they increase opportunities for on-farm and off-farm employment, enhancing household food security and economic resilience. In the coming months, FPPM will address quantitative and qualitative losses in the postharvest and processing stages through cooperation with these smallholder groups.

2. CLOSEDOWN MANAGEMENT

Per DAI's standard project closedown protocol, FPPM has established a closedown team consisting of key staff members from FPPM as well as DAI's home office. The closedown team is responsible for putting together the closedown plan and overseeing its implementation. Notably, DAI has assigned a quality assurance representative independent from the closedown team to act as a neutral observer of the closedown process, review critical closedown team deliverables, and ensure that the quality and substance of documentation meets best practice project management standards.

The Director of Administration and Finance will oversee the closedown process in the DRC. With the closedown plan in place, FPPM will utilize DAI's Technical and Administrative Management Information System (TAMIS) to manage and monitor the closedown process. A separate module has been

added to the TAMIS specifically for closedown tasks, with all tasks assigned to members of the FPPM team. An excerpt from the TAMIS closedown module is presented in Appendix A. FPPM will submit technical approval requests for three short-term home office staff and two independent consultants to assist with closedown procedures. The Home Office Project Management team will contribute to FPPM closedown activities and will be responsible for ensuring proper procedures are followed and are in compliance with DAI policies. The IT Systems Specialist will perform IT closedown activities for the project.

Closedown activities have started taking place in September, and will continue through December which will include an audit of inventory, finance, subcontracts, grants, and personnel files both at FPPM office in Kinshasa and DAI/Washington.

Besides disposition of inventory, the dismantling of the LAN and cleaning of all computers is one of the more time consuming activities. In addition to physically unwiring the office and server, each computer must be "cleaned" of all program files and registered software. Due to licensing issues, DAI-FPPM cannot dispose of software to a beneficiary. Software must be removed from all hardware and returned to USAID. If USAID is not able or willing to accept the software licenses, they will be properly discarded. Once computers have been cleaned and hard drives reformatted, DAI-FPPM will install open-source software on each machine so that it is fully operational upon transfer to approved partners. To facilitate the proper dismantling of LANs and disposal of all IT equipment, DAI-FPPM will submit to the COR in early October an approval request for an IT Systems Specialist to visit DRC in December 2014.

As suggested by USAID, Duke Burruss, HO Project Team Director, will undertake a short term assignment for three weeks in late October to work with the COP, USAID, Project Team and Implementing Partners in order to capture lessons learned and success stories of FPPM.

3. ADMINISTRATION AND AUDIT

Our current drawdown plan calls for us to close the provincial offices in phases and the presumption that we will receive requested additional funding to go through December 31, 2014. We closed the Plateau de Bateke (Menkao) office on July 31st, 2014. The M&E Officer, Farmer Field School (FFS) Master Trainer, driver and vehicle were re-assigned to the Bas-Congo office. The Provincial Coordinator was reassigned to Kinshasa to assist in capitalizing deliverables from Component 1. The three proximity field agents will stay on the Plateau until the end of October. Component 3 (Farmer Field School) activities will be coordinated by our Component 3 lead. The two other field offices will close their physical operations at the end of October 2014. Notice has been given to landlords and we are in the process of developing the detailed steps for office close out. Farmer Field Schools (FFS) will be closed during October with final reports expected no later than November 15. The closure of outstanding grants and service agreements with implementing partners will be closed out by November 30th.

Each FFPM office will go through an administrative closedown process of approximately 30 days in length. This process will include such steps as an audit of all inventory, preparation of draft disposition plan, audit and shipment (to Kinshasa) of regional files, deconstruction required to return the office to its original form, dismantling of local area network (LAN), transfer of approved inventory to local partners, and the closing of bank accounts.

The planned closing date of each office is as follows:

N°	OFFICE LOCATION	CLOSING DATE
1	Plateau de Bateke (Menkao)	31-July- 2014
2	Bas Congo	30-Oct- 2014
3.	Bandundu (Kikwit)	30-Oct- 2014
4.	Kinshasa	31-Dec- 2014

3. PERSONNEL

A total of two expatriates and 53 local employees are employed by the Project. The majority of our downsizing and staff layoffs, with a few exceptions, will occur in October and November in order to ensure we are fully operational through the end of the fiscal year and that the key staff necessary for end of the year and final reporting is available so we may capitalize the maximum information possible. The phase out of local staff has begun and in September four local employees have ended their tenure with the project. For detailed list and schedule of termination dates for local staff please see below. Only essential technical and administrative staff will remain on the project during the month of December.

3.1 CCN Termination Schedule

FPPM has issued a mix of both Fixed Length Contracts/*Contrat à Durée Déterminée* (CDD) and Indefinite Length Contracts/*Contrat á Durée Indéterminée* (CDI) for local staff employment agreements. As such, those employees with CDD will leave the project as their contracts come to an end. For those with CDI, FPPM has developed a phase out plan based on the necessity of the position for the remaining months of the project.

The termination details and severance obligations were elaborated in DAI's proposal submitted on August 20, 2014.

3.2 Expatriate Demobilization Schedule

As of October 3, 2014, the projected demobilization dates (departure from DRC) for expatriate personnel are as follows:

N°	NAME	POSITION	END DATE
1	Benjamin Lentz	Chief of Party	Dec- 2014
2	Leticia Isambo	Director of Administration and Finance	Dec- 2014

[redacted]

5.3 Disposition Plan

The disposition of inventory is one of the most important aspects of program closedown. FPPM shall approach the disposition of its inventory in a centralized manner, with FPPM's Director of Administration and Finance and a Closedown Consultant have started going through a one-month process of auditing inventory, identifying partners, and compiling a file list. DAI's Contracts Administrator from the home office will submit the request for inventory disposition to the Contracting Officer's Representative as well as to the Regional Contracting Officer for approval once the list of beneficiaries is finalized and agreed upon with COR. Meanwhile, we are providing the List of Nonexpendable and Expendable equipment in Appendix A.

Potential recipient organizations will be evaluated in a team meeting using the established principles and knowledge of or past experience working with the organization. The recipient organizations will be selected and prioritized and will be summarized in the proposed disposition plan.

A summary of the steps to be followed by each office are as follows:

1. **Inventory Audit**. Verify that every item in possession of FPPM is included in the inventory list, and that all information regarding each item is correct.

2. **Develop Short List of "Star" Partners.** Prior to contacting any potential recipients, FPPM's Director of Administration and Finance will develop a short list of FPPM's key partners in the region. The guiding principles for the development of this list are:

    a. Begin with local organizations and local government who have shown effectiveness implementing or contributing to FPPM and who show the greatest potential for effectiveness and sustainability in the future.
    b. Where possible, prioritize local government bodies as they are generally significantly under resourced.
    c. Local organizations and "star" partners should be evaluated based on practical needs and their potential for sustainability.
    d. Consideration should also be given to organizations that requested items in the past, often as part of grant activities, but who have not received equipment due to budgetary restrictions or constraints.
    e. Make note of what (if anything) potential recipients received in the past from FPPM or other past USAID projects.
    f. For any disposition, particularly equipment such as computers, photocopiers and other technical equipment, ensure that the recipient has the capacity to maintain it.

g. Do not make any commitments to partners, written or verbal, until USAID has officially approved the Inventory Disposition Plan.

3. **Create Draft Inventory Allocation.** Based on FPPM's knowledge of each organization (and the above guidelines), develop a draft disbursement plan, including a list of items proposed to be transferred to each partner.

4. **Meeting with Proposed Recipients**. Invite each organization individually to FPPM's office to discuss the proposed disbursement. Communicate that FPPM is going through its closedown process, and, as such, will be transferring inventory to key partners such as themselves. Explain that FPPM has already compiled a draft, and then review this draft with them. Obtain feedback on whether the proposed items are truly needed and are appropriate, and whether there are possibly additional needs not yet considered. Finally, reach an agreement in principle on items to be transferred, while reminding the partner that it cannot be finalized without USAID approval.

5. **Disposition List Finalized and Submitted to FPPM's COP**. Once FPPM's Director of Administration and Finance has come to a preliminary approval with all Partners and all goods are accounted for, the final Disposition Plan is submitted to the Chief of Party, reviewed, and submitted to USAID for approval. No goods will be transferred until the signature of USAID's Contracting Officer is obtained. The template for the final disposition plans is attached as **Appendix B**

6. **Transfer of Goods**. Following USAID approval, the FPPM's Director of Administration and Finance will contact the Partner and confirm the pickup date. On the appointed date and time, the Partner comes to FPPM's office to pick up the items. The Partner must sign a transfer receipt prior to removing the items from the office. A template for the transfer receipt is included in the FPPM Closedown Toolkit and is attached in this report as **Appendix C**.

7. **Documentation Follow-Up.** After the transfer is completed, all original letters and transfer receipts are compiled into one notebook and filed with FPPM's Inventory documents.

8. **Verification.** FPPM reviews and conducts a site visit and verifies the use and placement of the disposed items as agreed upon with the Beneficiaries

5.4 Inventory Submission Schedule

In accordance with FPPM's approach to closedown, the proposed inventory disposition plan will be submitted to USAID in one batch. The anticipated submission date is as follows:

N°	DISPOSITION PLAN	SUBMISSION DATE
1	Complete Inventory for the Kinshasa, Bas Congo and Bandundu Offices	As soon as the list of beneficiaries is finalized and coordinated with COR.

The above schedule assumes that approximately two weeks is required for USAID to review and approve the proposed inventory disposition plan.

6. SUMMARY OF KEY CLOSEDOWN DATES

The following table contains a list of key dates for the closedown process.

DATE	ACTIONS	COMMENTS
October 2014		
2	Demobilization Plan Submitted to USAID	
2	Disposition Plan Submitted to USAID	
15	Demobilization Plan Approved	
31	Bandundu Office Closing	
31	Bas Congo Office Closing	
31	Bas Congo and Bandundu Office equipment disposed	
31	Outline of Final Report Submitted to USAID	
31	Regional Office staff are released	
November 2014		
14	USAID Comments on Outline of Final Report	
30	Final Report Submitted to USAID	
December 2014		
5	USAID Comments on Final Report	
20	Kinshasa office equipment disposed	
20	Submission of Final Report	
31	Bank Accounts Closed	
31	Kinshasa Office Staff released	
31	Kinshasa Office CLOSING	
31	Director of Administration and Finance, Leticia Isambo Demobilizes	
31	COP Ben Lentz and Spouse Demobilize	
31	Final day to incur costs	
31	Project officially ends	

7. APPENDICES

APPENDIX A: Inventory List
APPENDIX B: Sample Closedown Plan
APPENDIX C: Inventory Transfer Receipt Template
APPENDIX D: Annex A to Transfer Receipt Template

APPENDIX B – SAMPLE CLOSEDOWN PLAN

Finance	Notify bank reconciliation team of project closure and last date account will be active.	between 8 to 4 months prior to c	Leticia Isambo	
Grant Activities	Conduct final monitoring visits to grant activities. Goal: Re-assess grant success and document.	between 8 to 4 months prior to c	Leticia Isambo	
Grant Activities	Modify remaining open grants to de-obligate funding which will not be used.	between 8 to 4 months prior to c	Leticia Isambo	
Grant Activities	Ensure all open grant activities are moved to completed. Conduct grant closeout on this subset of activities and make a list of all grants in	between 8 to 4 months prior to c	Leticia Isambo	QA Review #2 - 4 Months
Grant Activities	Finalize grant deliverable list	between 8 to 4 months prior to c	Leticia Isambo	
Grant Activities	Writeup success stories and analysis of grants component in final technical report	between 8 to 4 months prior to c	Leticia Isambo	
Inventory	Close project guest house	between 8 to 4 months prior to c	Leticia Isambo	
Inventory	Contact inventory recipient organizations	between 8 to 4 months prior to c	Leticia Isambo	
Inventory	Inform local equipment insurance company of final date of coverage	between 8 to 4 months prior to c	Leticia Isambo	
File Retention & Shipping	Submit document shipping request to procurement office.	between 8 to 4 months prior to c	Lindsay Miracle	
File Retention & Shipping	Number boxes, label them with project name & mark destroy date. Majority of the files packed and on master packing list	between 8 to 4 months prior to c	Leticia Isambo	QA Review #2 - 4 Months
Personnel	Submit HHE requisition to procurement office for all demobilizing expat LTTA staff	between 8 to 4 months prior to c	Lindsay Miracle	
Technical Activities	Schedule courtesy meetings/exit interviews between COP and all pertinent host government officials and counterparts	between 8 to 4 months prior to c	Ben Lentz	
Technical Activities	Verify that all deliverables except for final report have been submitted to the DAI Portal and DEC.	between 8 to 4 months prior to c	Lindsay Miracle	
Finance	Update ETC & Pipeline Budget	between 8 to 4 months prior to c	Lindsay Miracle	QA Review #2 - 4 Months
Finance	Check that the project's bank reconciliations are clean	between 8 to 4 months prior to c	Lindsay Miracle	QA Review #2 - 4 Months
Contracts	Save all contract deliverables on a CD for the client and upload them on the DAI Portal for submission to the DEC	between 8 to 4 months prior to c	Lindsay Miracle	QA Review #2 - 4 Months
General	Conduct closedown quality assurance review #2 three months prior to contract end.	between 8 to 4 months prior to c	Anahit Gevorgyan	QA Review #2 - 4 Months
Contracts	Review status of subcontract agreements	between 8 to 4 months prior to c	Radu Ciobanu	
Contracts	Finalize outstanding subcontract and prime contract modifications	between 8 to 4 months prior to c	Radu Ciobanu	QA Review #2 - 4 Months
Finance	Conduct internal audit of procurement backup documentation	between 8 to 4 months prior to c	Leticia Isambo	QA Review #2 - 4 Months
Personnel	Conduct personnel file audit. A completed checklist must be attached to each file. COP must sign off on each file.	between 8 to 4 months prior to c	Leticia Isambo	QA Review #2 - 4 Months
Grant Activities	Continue final audit of grant files.	between 8 to 4 months prior to c	Leticia Isambo	QA Review #2 - 4 Months
File Retention & Shipping	Conduct an internal audit of home office files	between 8 to 4 months prior to c	Lindsay Miracle	QA Review #2 - 4 Months
File Retention & Shipping	Conduct an internal audit of subcontract files	between 8 to 4 months prior to c	Leticia Isambo	QA Review #2 - 4 Months
Technical Activities	Conduct counterpart handoff meetings	1 month prior to contract end	Ben Lentz	
Inventory	Confirm scheduled inventory handover with recipient organizations	1 month prior to contract end	Leticia Isambo	
Finance	Notify bank(s) of project closure and last date account will be active.	1 month prior to contract end	Leticia Isambo	
Finance	Arrange for final office/garage rent payment and reimbursement of security deposit	1 month prior to contract end	Leticia Isambo	
Grant Activities	Prepare financial summary report for grant component .	1 month prior to contract end	Leticia Isambo	
Information Technology	Confirm schedule for cleaning drives and backing up files.	1 month prior to contract end	Leticia Isambo	
Personnel	Prepare Letters of Recommendation for expat staff. Place a copy on each employee's file.	1 month prior to contract end	Ben Lentz	
Information Technology	Coordinate with OIMT to update project website	1 month prior to contract end	Lindsay Miracle	
Personnel	Arrange for end date for local health and life insurance programs. Place a copy of the correspondence on the Benefits file and follow up to make sure that they have recevied it and actioned it.	1 month prior to contract end	Leticia Isambo	
Personnel	Prepare Letters of Recommendation or Letters of Employment Verification for local staff. Place a copy in each employee's file.	1 month prior to contract end	Leticia Isambo	
Personnel	Collect expendable and non-expendable inventory from staff, such as laptops, cellular phones, household goods, etc. Place a copy of the signed off checklist on the employee's file.	1 month prior to contract end	Leticia Isambo	
Finance	Prepare all local staff salary payments, severance and reimbursements. Crosscheck that all advances have been cleared.	1 month prior to contract end	Leticia Isambo	
Information Technology	Notify OIMT of staff departure schedule	1 month prior to contract end	Leticia Isambo	
Inventory	Dispose of project inventory to client approved recipients	1 month prior to contract end	Leticia Isambo	
File Retention & Shipping	Decide which files to hand carry and DHL	1 month prior to contract end	Leticia Isambo	
Inventory	Arrange handover of office and expatriate housing	1 month prior to contract end	Leticia Isambo	
Finance	Inform vendors providing subscriptions or local support services of termination date	1 month prior to contract end	Leticia Isambo	
Inventory	After completion of ALL disposition of project property (including vehicles), send an email to insurance @dai.com to alert the Office of Administration to cancel (and reconcile) all property insurance coverage. Terminate any local property or vehicle ins	11 days prior to contract end	Leticia Isambo	
Finance	Process any remaining local staff payments, severance and reimbursements (for core staff involved in closedown to the end).	10 days prior to contract end	Leticia Isambo	
Technical Activities	Submit project final report	10 days prior to contract end	Ben Lentz	QA Review #3 - 1 Month After

APPENDIX C – DISPOSITION RECEIPT TEMPLATE

DRC Food Production Processing and Marketing (FPPM)

Contract #: AID-623-C-00-11-00008

EQUIPMENT - FURNITURE DISPOSAL RECEIPT/ DISPOSITION DES EQUIPMENT - FOURNITURES DE BUREAU ET CONSOMMABLES

DAI has received the required USAID approval to transfer program equipment to your organization. The equipment for which you will take ownership is listed in attachment A.

DAI a reçu l'approbation requise de l'USAID pour transférer le(s) matériel(s) du programme à votre organisation. L'équipement dont vous allez prendre possession c'est la liste A qui se trouve en annexe.

Receipt Certifications:

DAI, a USAID contractor heretofore with custody and control of the above mentioned property in attachment A for use in carrying out the FPPM, hereby agrees to transfer all right, title and interest in the property and transfer physical possession to the recipient organization acknowledging receipt below.

Certifications de reçus:

DAI, l'exécutant du programme FPPM finance par l'USAID qui avait auparavant la garde et le contrôle des biens mentionnés en annexe A pour une utilisation dans l'exécution du programme FPPM, s'engage à transférer tous les droits, titres et intérêts ainsi que le droit de possession du (des)matériel (s) à l'organisation bénéficiaire qui accusera réception ci-dessous

I, Leticia Isambo, on behalf of DAI/FPPM, acknowledge that the equipment item(s) described above has (have) been disposed of according to the USAID approval project equipment disposition plan.

Leticia Isambo (Directrice d'Administration & Finance), au nom de DAI/FPPM, reconnais que l' (les) élément (s) décrit ci-dessus a (ont) été donnés conformément au plan de disposition tel qu'approuvé par USAID.

_____ _____

Leticia Isambo, Director of Admin &Fin Date

_____ _____

Jerry Bikotele, Witness/Temoin Date

I, _____, on behalf of World Food Program (Ebola's Response Unit) acknowledge receiving the equipment described in its current state of condition.

_____, ***reconnais avoir reçu le (s) materiel (s) cites en annexe A.***

_____ _____

Signature Date

_____ _____

Printed Name Title

APPENDIX D– ANNEXE A TO DISPOSITION RECEIPT TEMPLATE

DRC Food Production Processing and Marketing

Contract #: AID-623-C-00-11-00008

Equipment Disposal Receipt / Recu de disposition (ANNEXE A)

XP- Expendable Property Transferred

Recipient Organization: ASCOVI

Item Description / Description de l'article	DAI Inventory Number / Numero d'inventaire DAI	Make/Model/Serial #	Qty	Condition	Current Market Value / Valeur
Visitor Chair / Chaise visiteur		N/A	1	OK	$45
Visitor Chair / Chaise visiteur		N/A	1	OK	$45