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LOCAL GOVERNANCE PROJECT/NEXOS LOCALES FINAL START UP WORKPLAN

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INTRODUCTION

This is the Local Governance Project/Nexos Locales (NEXOS LOCALES)'s startup work plan, which outlines activities between the contract award date of June 20, 2014 and September 30, 2014. The original startup work plan was submitted to USAID in July; this version updates that work plan to reflect amended deliverable dates agreed to with USAID. It has been prepared with the active participation of the main core team members, including the Chief of Party (COP) Edgar Balsells, Acting Deputy Chief of Party (DCOP) Merritt Vincent Broady, DAI's Project Team Director (PTD) Jennifer Anderson Lewis, and DAI's backstop team. The work plan chart below provides a time line for all activities during this period, which ends on September 30th. Nevertheless, as part of our preparation for this workplan we have thought through activities that need to be implemented through the first 6 months of implementation. The work plan therefore includes a column with activities planned for the October – December 2014 timeframe. While these activities will be further detailed in the full Year 1 workplan, they are also included here to provide a better idea of how the startup period feeds into the next workplan period.

The sections below provide a brief narrative on our approach to inserting the project into local communities and working with existing USAID and other donor initiatives. Specific work plan activities are included in the work plan chart, below.

STRATEGY FOR INTEGRATING NEXOS LOCALES INTO TARGET MUNICIPALITIES

As detailed in our technical proposal to USAID, our strategy for implementing NEXOS LOCALES espouses the principles laid out by USAID in the Agency's Collaborating, Learning, and Adapting approach. This strategy also takes into account the effect of the 2015 elections on NEXOS LOCALES implementation. Understanding that much work has already been undertaken under the predecessor project, and further that NEXOS LOCALES is a crosscutting initiative, designed to support all of USAID's development objectives in Guatemala, our strategy will gradually engage the project in a productive way with municipalities and civil society actors, while laying the foundation for a close productive relationship with other USAID implementers and donors. The narrative below presents in summary fashion our strategy for integrating the project into the target municipalities, and engaging with both municipal authorities and civil society. Further detail on specific activities will be outlined in the Year I work plan presented on September 30, 2014.

ENGAGING LOCAL COMMUNITIES

NEXOS LOCALES will engage local communities—meaning municipalities, CSOs, and indigenous communities— on a number of levels. NEXOS LOCALES's COP will guide these activities serving as the main channel of communication and public face of the project with local community actors. Specific ways in which the project will involve local communities include:

Conduct initial mapping exercises of each municipal cluster. We have grouped the 30 municipalities into four clusters based on certain criteria, including geographic proximity to one another, networks of roads, languages spoken within the municipality, and the types of cultures present. The level of municipal development and citizen engagement varies among the municipalities within a cluster. The stronger, more developed municipalities within a cluster (for example, San Miguel Ixtahuacán and Sibinal in San Marcos) will be encouraged to mentor those municipalities that are further behind in their development (for example, San José El Rodeo and San Pablo) by sharing their experiences and lessons learned and replicating best practices. The NEXOS LOCALES team will start with three to four municipalities within each cluster during the project's first three months of implementation (October – December 2014) (prioritizing the four municipalities that are already receiving USAID assistance through the current Local Governance Program) and expand to all municipalities within each cluster by March 2014. We understand that because the election process in Guatemala is protracted, it is likely to distract key local- and national- level stakeholders from NEXOS LOCALES implementation. Once the key project start-up milestones below are achieved, NEXOS LOCALES will immediately launch into activities to reduce the impact of staff turnover resulting from elections.

During August and September, COP Balsells will lead our proposed Cluster Managers in an initial mapping process of each cluster. This initial mapping will feed the comprehensive diagnostic assessment of each municipality (Activity 1.1) and the entry point maps (Activity 2.1), which will initiate in October. The initial mapping will detail key actors – including individuals, CSOs, and the private sector – within each municipality. Understanding the political and social dynamic of each municipality and cluster will be critical to initiating work with these local communities.

Organizing initial meetings with local municipal leaders to formally introduce the project. Beginning in October, and after submission of the Year I workplan at the end of September 2014, COP Balsells and Cluster Managers will organize a series of initial meetings, initially with ANAM and AGAAI and later with each municipality. These meetings are an absolute prerequisite for a successful launching. They will be necessary for the project staff to conduct entry point mapping (Activity 2.1), conduct diagnostic assessment of municipal needs (Activity 1.1), and initiate baseline data collection. During the visits the NEXOS LOCALES team will hold: (1) introductory meetings held at the municipal and cluster level; and (2) more technical meetings between Cluster Managers and local elected officials together with municipal councils, ANAM and AGAAI to discuss ground-level needs and interventions of NEXOS LOCALES. The NEXOS LOCALES COP will oversee all these initial meetings.

Holding a high profile launching event. NEXOS LOCALES and USAID will organize an official project launching event in late October 2014 in Quetzaltenango. This event will be organized to generate high level publicity and present key project objectives with the participation of mayors, local officials, the CSO community, and USAID.

Engage ANAM and AGAAI in targeting NEXOS LOCALES support. During September and October, the COP will develop MOUs with the leaders of ANAM and AGAAI to plan and agree on NEXOS LOCALES's technical assistance package. The MOUs will include technical assistance plans that build upon assistance the associations have already received and prioritize interventions that improve the associations' ability to 1) serve as member organizations, offering and delivering services that meet constituent needs; and 2) advocate on behalf of member municipalities at the national level.

Engage key CSOs – including women, indigenous, and youth groups – in project startup. During September and October, Cluster Managers and the COP will meet with and engage key CSOs to understand their concerns and needs, and to initiate collaboration. This will include OMMs, Women's Commissions in the COMUDES, national women's organizations with local representation or activities, and church groups; the *alcaldías indígenas* (auxiliary mayors); and youth organizations such as *Fundación de la Juventud* and *Paz Joven*.

Establish working procedures, criteria and membership for Area Advisory Committees. As detailed in our technical approach, NEXOS LOCALES will establish Area Advisory Committees (AACs) composed of representatives from CSOs (COCODEs, community organizations, private sector, universities, and church organizations, which are especially strong in San Marcos and Huehuetenango) and government (municipal corporations, committees, COMUDES, and municipal associations). They will provide the NEXOS LOCALES team with guidance during the design of project activities and assist in activity implementation, helping to ensure that NEXOS LOCALES's activities are inclusive, are relevant to the context within each cluster, and have community and government buy-in. During October, Acting DCOP Broady will work closely with COP Balsells and USAID to establish the working procedures, criteria, and membership of these AACs, with the goal of having these bodies operational by November 2014.

COORDINATION WITH USAID AND OTHER DONOR PROJECTS

We understand the importance of coordinating closely with other USAID and donor projects, particularly in support of USAID's Western Highlands Integrated Program (WHIP). COP Balsells attended the WHIP coordination meeting on July 24, 2014, and will look to offer that the next coordination meeting takes place at NEXOS LOCALES's project offices in Quetzaltenango.

During September, COP Balsells will initiate consultations with his implementing partner counterparts to discuss ways to collaborate—not just coordinate—on activities.

WORK PLAN ACTIVITIES (MONTHS 1-3)

Activities included in this startup work plan are primarily geared at both the operational and technical launch of NEXOS LOCALES. The work plan is organized into two principal sections:

- A. NEXOS LOCALES Project Startup and Launch (Months 1 to 3 post-award)
- B. Initial Program Activities

In all cases, and as described above, we have included both activities spanning the 3-month startup period and the Year 1, Q1 period of October-December 2014, to contextualize the startup plan and provide a view of how this will merge with NEXOS LOCALES's Year 1 Workplan.

A. NEXOS LOCALES PROJECT STARTUP AND LAUNCH

Activities under this section are organized into 8 principle tasks.

- Task 1: Open Project Offices/Operational Startup
- Task 2: Mobilize staff and conduct training on technical activities and project protocols
- Task 3: Submit initial project deliverables
- Task 4: Conduct program launch events and initiate NEXOS LOCALES planning/outreach
- Task 5: Conduct baseline assessment
- Task 6: Identify stakeholders and establish Area Advisory Committees
- Task 7: Establish Rapid Response Fund Mechanism and Grant Fund
- Task 8: Meetings with USAID

B. INITIAL PROGRAM ACTIVITIES

Activities under this section are organized by program result, and further separated into activity. We have included only the activities we anticipate working on during either the initial start-up period of the Year 1, Q1 period of October – December 2014.

No.	Activities	Resources (Lead)	Timeline			Timeline	Performance Indicator	Status 9/19/2014
			Months 1 - 3			Year 1; Q1		
			July	August	September	October - December		
A. NEXOS LOCALES Project Startup and Launch (Months 1 to 3) (Later months shown as reference only)								
Task 1: Open Project Offices/Operational Startup								
1.1.1	Field Home Office Startup Associate and Manager	Start-up Team					Team fielded	Completed
1.1.2	Identify head office in Quetzaltenango	Start-up Team					Lease negotiated and signed	Completed
1.1.3	Fit out and open Quetzaltenango office	DCOP					Office fit out completed and in use	Completed
1.2.1	Identify regional office in Huehuetenango	DCOP					Lease negotiated and signed	Completed
1.2.2	Fit out and open office in Huehuetenango	DCOP					Office fit out completed and in use	Pending
1.3	Register DAI in Guatemala	Start-up Team					DAI registered in Guatemala	Ongoing
1.4	Procure essential equipment	DAI Home Office; Start-Up Team					Essential equipment procured	Ongoing
1.5	Open bank accounts	Start-up Team					Bank accounts established	Ongoing
1.5.1	Establish and customize field accounting systems	FAS Home Office Team					Field accounting systems established	Pending
1.6	Establish relationships with service providers	DCOP					Service providers engaged	Ongoing
1.7	Establish IT systems in Quetzaltenango office	Start-up Team					IT systems in office established	Ongoing
1.8	Establish IT systems in Huehuetenango office	FAS Home Office Team					IT systems in office established	Pending
Task 2: Mobilize staff and conduct training on technical activities and project protocols								
2.1	Hire NEXOS LOCALES personnel and core administrative and program staff	Start-up Team, COP, DCOP					NEXOS LOCALES staff hired and contracts issued	Ongoing
2.1.2	Hold one-on-one meetings with all staff to ensure they understand project activities and objectives	COP					NEXOS LOCALES staff familiar with project and objectives	Ongoing
2.2	Hold all-staff meeting to explain NEXOS LOCALES program and to conduct training on contract understanding, ethics, gender, and protocols	COP, DCOP, Project Director					Meeting conducted in Quetzaltenango	Ongoing
2.3	Conduct detailed review of contract activities with NEXOS LOCALES technical staff	COP, DCOP, Project Director					NEXOS LOCALES technical staff familiar with contract activities and requirements	Ongoing
2.4	Conduct trainings on TAMIS, field accounting systems, and DAI project management	DCOP, Project Manager					Trainings conducted in Quetzaltenango	Pending
Task 3: Submit initial project deliverables								
3.1.1	Prepare Draft Year 1 Work Plan	COP, DCOP, Project Director, Cluster Managers					Draft Work Plan submitted (September 30, 2014)	Ongoing
3.1.2	Prepare Final Year 1 Work Plan	COP, DCOP, Project Director, Cluster Managers					Final Work Plan submitted and approved	Ongoing
3.2.1	Prepare Draft Activity M&E Plan (PMP)	M&E Specialist, COP, Project Director					Draft M&E Plan submitted (September 30, 2014)	Ongoing
3.2.2	Prepare Final Activity M&E Plan (PMP)	M&E Specialist, COP, Project Director					Final Activity M&E Plan submitted and approved	Ongoing
3.3.1	Prepare Draft Gender Equity Plan	COP, DCOP, Cluster Managers					Draft Gender Equity Plan submitted (September 30, 2014)	Completed
3.3.2	Prepare Final Gender Equity Plan	COP, DCOP, Cluster Managers					Final Gender Equity Plan submitted and approved	Completed
3.4.1	Prepare Draft Branding and Marking Plan	Start-up Team					Draft B&M plan submitted	Completed
3.4.2	Prepare Final Branding and Marking Plan	DAI Home Office; DCOP					Final B&M plan submitted and approved	Ongoing
3.5.1	Prepare Draft Environmental Mitigation Plan	COP, DCOP, Cluster Managers					Draft Environmental Mitigation plan submitted	Ongoing
3.5.2	Prepare Final Environmental Mitigation Plan	COP, DCOP, Cluster Managers					Final Environmental Mitigation plan submitted and approved	Ongoing
3.6.1	Prepare Quarterly Report format	DCOP					Proposed format of Quarterly Reports submitted	Pending
3.6.2	Submit First Quarterly Report	COP, DCOP					First quarterly report submitted (October 15, 2014)	Pending

No.	Activities	Resources (Lead)	Timeline			Timeline	Performance Indicator	Status 9/19/2014
			Months 1 - 3			Year 1; Q1		
			July	August	September	October - December		
Task 4: Conduct program launch events and initiate NEXOS LOCALES planning/outreach								
4.1	Develop standard NEXOS LOCALES introduction presentation	COP, DCOP					NEXOS LOCALES presentation finalized (in consultation and with the endorsement of USAID)	Pending
4.2	Finalize NEXOS LOCALES project one-pager, secure USAID approval	COP, DCOP					NEXOS LOCALES one-pager finalized (in consultation and with the endorsement of USAID)	Pending
4.3	Conduct initial cluster mapping to identify key actors and individuals for outreach	COP, Cluster Managers					Initial mapping completed to inform meetings and diagnostics	Ongoing
4.4	Hold initial meetings with local municipal leaders to formally introduce the project	COP, Cluster Managers					Meetings held with all municipal leaders	Ongoing
4.5	Hold initial NEXOS LOCALES Launch Event	COP, DCOP, technical staff, partners					Hold official project launching event on/about October 22 in Quetzaltenango	Pending
4.6	Engage ANAM and AGAAI	COP, technical staff					Meetings held to initiate NEXOS LOCALES relationship	Pending
4.7	Engage key women, indigenous and youth CSOs	COP, technical staff					Meetings held with key CSOs	Pending
4.8	Attend WHIP July meeting; host next meeting	COP					Attend WHIP meeting to introduce NEXOS LOCALES and offer to hold next meeting	Pending
Task 5: Conduct Baseline Assessment								
5.1	Develop SOW and secure USAID approval	COP, M&E Specialist					SOW for Baseline developed	Pending
5.2	Undertake procurement process for Baseline Assessment equipment	DCOP					Equipment for Baseline Assessment identified and procured	Pending
5.3	Conduct Baseline Assessment	COP, M&E Specialist, Cluster Managers					Baseline Assessment complete	Pending
5.4	Prepare Baseline Assessment report	COP, M&E Specialist, Cluster Managers					Draft assessment report submitted to USAID	Pending
Task 6: Identify Stakeholders and Establish Area Advisory Committees								
6.1	Establish working procedures, criteria and membership for Area Advisory Committees	COP, DCOP, technical staff					Working procedures, criteria and membership for Area Advisory Committees proposed	Pending
6.2	Identify potential members for AACs and select	COP, DCOP, technical staff					AAC members selected	Pending
6.3	Initial Area Advisory Committees established	COP, DCOP, technical staff, USAID					Area Advisory Committees selected and established	Pending
Task 7: Establish Rapid Response Fund Mechanisms and Grant Fund								
7.1	Clarify use of Grants and RRF with USAID	COP, DCOP					GUC and RRF use agreed by USAID	Pending
7.2	Develop grants manual and submit for approval	DCOP, Home Office					Grants manual completed and submitted for approval	Completed
7.2.1	Train grants staff and NEXOS LOCALES technical staff on use of and compliance with grants program	DCOP, STTA					NEXOS LOCALES staff trained on grants program and procedures	Pending
7.2.2	Bidders conference held to explain grants program	COP, DCOP, Cluster Managers, Grants Manager					Bidders conference held at launch event	Pending
7.2.3	Additional training provided on grants program	DCOP, Cluster Managers, Grants Manager					Additional training as needed on grants program provided to CSOs and other groups	Pending
7.3	RRF mechanisms and protocols established	DCOP, Home Office					RRF mechanisms and protocols in place	Pending
Task 8: Meetings with USAID								
8.1	Conduct entrance conference with USAID	COP, DCOP, Project Director					Entrance conference conducted to review startup plan and discuss expectations	Completed
8.2	Conduct monthly meetings with USAID	COP and team					Reports of meetings with decisions and action items disseminated	Ongoing
8.3	Conduct bi-annual client consultations with USAID	Project Director					Conduct first client consultation call with USAID in December 2014	Pending

No.	Activities	Resources (Lead)	Timeline			Timeline	Performance Indicator	Status 9/19/2014
			Months 1 - 3			Year 1; Q1		
			July	August	September	October - December		
B. Initial Program Activities								
<i>Result 1: Sound public financial systems in place in order to promote transparency and permit participation by citizens in decision making</i>								
Activity 1.1: Assess capacity of target municipalities, particularly in the areas of revenue generation, purchasing and procurement, administration and planning, and compliance with the Public Access to Information Law								
1.1.1	Conduct diagnostic assessments of all 30 municipalities to determine the specific needs of the municipal governments, the capacity and representativeness of civil society, and the level of citizen engagement in each municipality	Cluster Managers					Diagnostic assessment complete	Pending
1.1.2	Develop a technical assistance action plan for each municipality	Cluster Managers					Technical assistance action plans developed	Pending
Activity 1.2: Deliver technical assistance that meets the specific needs of the target municipalities								
1.2.1	MOUs signed with municipal councils to implement technical assistance action plans	COP, Cluster Managers					MOUs signed with all municipalities	Pending
1.2.2	Technical assistance delivered in line with technical assistance action plans	Cluster Managers, STTA					Technical assistance begins	Pending
1.2.3	Monitor NEXOS LOCALES performance in meeting needs identified in technical assistance action plans	Cluster Managers, M&E Specialist					Monitoring reports submitted	Pending
Activity 1.3: Strengthen the role of COMUDES to engage citizens in government decision making								
1.3.1	Conduct outreach to 4 existing NEXOS LOCALES COMUDES	COP, Cluster Managers					Initial meetings held with 4 existing NEXOS LOCALES COMUDES	Pending
1.3.2	Hold initial COMUDES consultations to determine priority technical assistance	COP, Cluster Managers					Initial meetings held with 4 existing NEXOS LOCALES COMUDES	Pending
1.3.3	Initiate discussions with remaining 26 municipalities on establishing COMUDES	COP, Cluster Managers					Initial meetings held with 26 remaining municipalities	Pending
Activity 1.4: Build the capacity of the mancomunidades to develop and implement regional strategies								
1.4.1	Hold initial meetings with GIZ and AECID implementing partners to coordinate NEXOS LOCALES assistance to mancomunidades	COP, Cluster Managers					Initial meetings held	Pending
1.4.2	Hold initial meetings with mancomunidades	COP, Cluster Managers					Initial meetings held	Pending
1.4.3	Conduct initial outreach to potential local partners/grantees for implementation of technical activities with mancomunidades	Cluster Managers					Initial identification and outreach	Pending
<i>Result 2: Strengthened Civil Society Participation in Social Accountability Processes</i>								
Activity 2.1: Conduct an entry point map								
2.1.1	Conduct entry point map for each municipality	Cluster Managers, municipal leaders					Entry point maps completed	Pending
Activity 2.2: Train citizens so they can analyze local authority budgets and public spending								
2.2.1	Analyze existing budget tools	Cluster Managers, STTA					Existing tools analyzed	Pending
2.2.2	Local CSOs and COCODEs engaged to tailor existing tools	Cluster Managers					CSO or COCODEs partnered with NEXOS LOCALES to tailor budget tools	Pending
2.2.3	Local CSOs engaged through grant fund to design and deliver training on Public Access to Information law	Cluster Managers, Grants Manager					CSOs engaged through grant fund	Pending
Activity 2.3: Build the capacity of CSOs to engage municipalities through COMUDES								
2.3.1	Local CSOs identified to participate in grants-based training on evidence-based advocacy	COP, Cluster Managers					Potential CSOs identified	Pending
2.3.2	CSOs trained in evidence-based advocacy	Cluster Managers, STTA					CSOs trained	Pending
Activity 2.5: Provide technical assistance to the COCODEs through grants to CSOs								

No.	Activities	Resources (Lead)	Timeline			Timeline	Performance Indicator	Status 9/19/2014
			Months 1 - 3			Year 1; Q1		
			July	August	September	October - December		
2.5.1	Identify COCUEs that will benefit from technical assistance	COP, Cluster Managers					COCUEs identified	Pending
2.5.2	Local CSOs identified to receive grants to conduct training to COCUEs	Cluster Managers, Grants Manager					CSO grantees identified	Pending
Result 3: Increased Quality of Potable Water in 30 FtF Municipalities								
Activity 3.1: Map water sector stakeholders								
3.1.1	Conduct a mapping exercise to determine who within each municipality (or watershed) is involved in the delivery of water services and the management of water resources	STTA					Mapping exercise complete	Pending
Result 4: Local Development Plans Established and Implemented in Order to Improve Food Security and Economic Development								
Activity 4.1: Build the capacity of the Municipal Women's Office to support the design and implementation of municipal plans to address food security and nutrition								
4.1.1	Conduct initial meetings with SEPREM and OMM coordinators to determine needs and NEXOS LOCALES assistance	Cluster Managers					Initial meetings held	Pending
Activity 4.2: Coordinate with municipalities to establish and operate food security situation rooms								
4.2.1	Hold initial meetings with SESAN, MFEWS and USAID FtF initiatives on implementing food security rooms at the municipal level	DCOP, Cluster Managers					Initial meetings held	Pending
Activity 4.3: Help municipalities develop LED plans								
4.3.1	Help municipalities develop LED plans and identify and structure public-private partnerships	Cluster Managers, STTA, municipal officers					LED plans developed	Pending
Activity 4.4: Coordinate with other USAID implementing partners to support access to basic municipal services for small-scale producers and their associations								
4.4.1	Hold initial meetings with USAID implementing partners focused on agricultural development in the Western Highlands (ANACAFE, AGEXPORT, etc)	Cluster Managers					Initial meetings held	Pending
4.4.2	Facilitate initial sessions among associations to prioritize municipal services	Cluster Managers					Initial sessions held	Pending
Result 5: Municipal Plans Established to Reduce Climate Change Vulnerability and Technical Assistance Provided for Implementation of Plans								
Activity 5.1: Improve municipalities' awareness of climate stressors and of adaptation measures								
5.1.1	Examine municipalities' level of awareness of climate stressors and adaptation measures as part of Diagnostic Assessment in 1.1.	Cluster Managers					Level of awareness identified	Pending
5.1.2	Using diagnostic results, develop informational materials and training modules on climate change stressors and adaptation measures for local government officials	Cluster Managers, STTA					Informational materials and modules developed	Pending
5.1.3	Local CSOs identified to receive grants to conduct training to municipalities	Cluster Managers, Grants Manager					CSO grantees identified	Pending
Activity 5.4: Build citizen knowledge of climate stressors so they are better able to participate in the municipal planning								
5.4.1	Hold initial meetings with Rainforest Alliance on climate change awareness	Cluster Managers					Initial meetings held	Pending
5.4.2	Develop training modules on climate change in the Western Highlands	STTA					Training modules developed	Pending
Result 6: Capacity Increased for ANAM and AGAAI to Support Municipal Development and Replicate Successful Models Nationwide, including Municipal Crime Prevention Plans								
Activity 6.1: Deliver technical assistance and training to ANAM and AGAAI to improve their service provision and ability to advocate on the topics of crime prevention, food security, health, DRR, and climate change vulnerability reduction								
6.1.1	Engage ANAM and AGAAI to discuss NEXOS LOCALES technical assistance						Initial meetings held	Pending
6.1.2	Develop MOUs and technical assistance plans with ANAM and AGAAI						MOUs signed	Pending
6.1.3	Provide technical assistance						Technical assistance provided	Pending