



**USAID**  
DEL PUEBLO DE LOS ESTADOS  
UNIDOS DE AMÉRICA

**MEXICO**

# AFIRMA Year 5 Work Plan and Close Down Plan

January – September 2009

December 2008

The AFIRMA Project, managed by Development Alternatives, Inc. prepared this publication for review by the United States Agency for International Development.

# AFIRMA Year 5 Work Plan and Close Down Plan

January – September 2009



The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

# CONTENTS

- 1. Introduction ..... 4**
- 2. Task 1 - Strengthen MFI Capacity..... 4**
- 3. Task 2 - Develop Local, Commercially-based MFI Support Services ..... 5**
- 4. Task 3 - Support Innovations to Expand Access to Rural and Agricultural Finance..... 6**
- 5. Task 4 - Strengthen the Regulatory environment for micro- and rural finance ..... 10**
- 6. Task 5 - Strengthen the Micro- and Rural Finance Industry..... 10**
- Performance Monitoring and Reporting and other related project initiatives ..... 11
- Annex A: Close Down Plan..... 13**
- Monthly Projections ..... 18
- Close Down Budget..... 19

**Index of Tables**

- Table 1– Pending Task 1 Initiatives ..... 5
- Table 2– Support Rural and Agricultural Finance Innovations and Biodiversity..... 9
- Table 3– Support GoM Microfinance Initiatives ..... 11
- Table 4– Performance monitoring and reporting and other related project initiatives. .... 12
- Table 5 – Close Down Matrix ..... 14

# I. INTRODUCTION

The Access to Rural Finance for the Microenterprise (AFIRMA) Project, a USAID-funded project implemented by Development Alternatives, Inc. (DAI), forms a central part of USAID/Mexico's Results Framework, under the new regional Strategic Objective (SO2) for Central America and Mexico: **Economic Freedom: Open, Diversified Expanding Economies**. Under SO2, AFIRMA contributes to Intermediate Result 3: **Broader access to financial markets and services**. The project's mission can be summarized as:

**Contribute to the development of a dynamic, effective microfinance sector in Mexico that provides sustainable financial services to under-served urban and rural market segments, helping them manage risk and contribute to local economic growth.**

AFIRMA has five interrelated tasks:

1. Strengthen the institutional capacity of partner microfinance institutions (MFIs);
2. Develop local, commercially-based MFI support services;
3. Spur innovations to expand access to rural and agricultural financial services
4. Strengthen regulatory authorities and mechanisms to supervise microfinance;
5. Improve the enabling environment for the rural and microfinance industry.

A core aspect of the project that has changed in the final year and a half of the project is the inclusion of biodiversity earmark funding, which has affected the composition of certain activities and approaches to ensure compliance with the earmark's primary objective of addressing threats to biologically sensitive areas.

For other tasks, emphasis is placed on the competitiveness of microfinance institutions, especially in terms of lowering costs and serving new markets, and on public policy related to access to financial services with Government partners such as FIRA and PRONAFIM (*Sec. Economia*).

This annual work plan is a result of ongoing consultation with AFIRMA's counterpart at USAID, Development Finance Advisor Geoffrey Chalmers, as well as continuous coordination with AFIRMA partners, and for biodiversity activities, with environmental specialists from DAI, Conservation International (Mexico, Noroeste) and ProNatura Sur.

The plan outlines activities for the final 9 months of the project: January-September 2009, with a separate section dedicated to the tasks mentioned above. Much of the effort in the final months has to be on documenting results of AFIRMA over its 5 year life span and effectively closing out the project. Therefore, the plan includes a **final section dedicated to project closedown, which is submitted for approval along with this work plan as the project's close down plan**.

## 2. TASK I - STRENGTHEN MFI CAPACITY

Task I partners represent a small subset of the hundreds of Mexican MFIs, but most partners show potential for leadership in one or more aspects important to the development of microfinance in Mexico, such as significant scale, rural outreach, and/or potential for innovation and demonstration-effects.

Despite significant progress, many challenges remain, especially related to two factors: the entry of many new consumer lenders and finance companies into the segment without adequate loan analysis, and the potential impact of the global financial crisis and economic slow-down on Mexican microenterprises and remittances from abroad. AFIRMA will continue to monitor such trends with partners and address them at the sector and policy levels.

As planned with USAID, AFIRMA has wrapped up most Task I technical assistance to individual MFIs by the end of 2008, with a few isolated initiatives scheduled to continue in 2009. AFIRMA will continue to provide limited support to partners on strategic issues, but will not dedicate additional resources for projects that were not previously defined and approved.

The last remaining initiatives under Task I are outlined below, most of which are continued from the 2008 Work Plan. Background information on the performance and relationship with each institution and activity is available in the AFIRMA 2008 Annual Report.

**Table I– Pending Task I Initiatives  
Activities, Outputs, Responsibility and Resources**

Institution	Task	Outputs	Responsibility	AFIRMA Resources	Dates
ALSOL	Operations Resident	<ul style="list-style-type: none"> <li>Strengthening of the operations area.</li> </ul>	F. Fernandez	Hugo Dionisio 120 days FF 3 days, 2 trips	Jan
FINCA	Cost-Benefit Analysis of service delivery mechanisms (w/ Task 3)	<ul style="list-style-type: none"> <li>Strategic decision-making tool for FINCA to analyze costs and benefits of different delivery mechanisms, from the perspective of the institution as well as the client</li> <li>A public tool for other institutions making similar strategic decisions</li> </ul>	I. Fertziger	Milagros Chiappe, 42 days, IF 5 days, NB 2 days	Dec - Feb
	Risk Management Department	<ul style="list-style-type: none"> <li>Finalize design for FINCA's new risk management area (begun in 2008)</li> </ul>	I. Fertziger	E. Navarrete, 10 days	Jan - Feb
FinComún	E-Learning	<ul style="list-style-type: none"> <li>Finalize proposal for E-Learning program</li> </ul>	W. Escobedo	W. Escobedo, 10 days A. Rico, finalize purchase order	Jan

### 3. TASK 2 - DEVELOP LOCAL, COMMERCIALY-BASED MFI SUPPORT SERVICES

AFIRMA has worked during the first 4 years of the project to use and support local technical and management services (firms and individuals) to respond to the demands from MFIs, and working directly and leveraging other programs to improve the supply of services and human resources. Project experience has applied a variety of approaches to achieve the goals set forth at the onset of the project:

- Work with and develop local firms and consultants interested in microfinance;

- Carry out microfinance-specific skill-building and link local providers with MFIs;
- Foster and leverage local programs to build the HR base required for the microfinance sector;
- Coordinate with the MFI association and other initiatives to improve support services.

Following discussion with USAID, AFIRMA has decided to bring this Task to a close at the beginning of 2009, continuing only with periodic support by AFIRMA COP Fernando Fernandez to follow up on the University Microfinance Network Initiative, dedicating approximately 2 to 3 days per month to ensure the continued momentum for this important project, as well as close and continued communication with the needs of the microfinance sector.

## 4. TASK 3 - SUPPORT INNOVATIONS TO EXPAND ACCESS TO RURAL AND AGRICULTURAL FINANCE

The goal for Task 3 is to expand access to rural and agricultural finance by encouraging innovative business models and technologies for providing financial services. AFIRMA has worked closely with USAID to design the initiatives under this task, giving priority to initiatives that address threats to Mexico's biologically significant areas. For the remainder of the AFIRMA project, this will be AFIRMA's primary area of focus.

Following careful review of the areas in which AFIRMA can make the most significant contribution in terms of biodiversity, the overarching objective is **to incorporate productive activities into efforts to conserve biodiversity, via participatory planning processes and analysis of economic opportunities and potential.**

### APPROACH TO BIODIVERSITY ACTIVITY SELECTION

AFIRMA applies a threats-based approach to conservation on a watershed basis. This perspective calls for a broad view of relevant activities, recognizing that an activity in one area of a watershed that is not itself biologically significant may have critical impacts in other biologically significant areas (BSAs) of that watershed or neighboring ecosystems, as in the case of mangroves at the base of a watershed. The initial focus of these activities is, necessarily, local. However, over the course of working with local stakeholders and local and national government agencies, AFIRMA will identify broader policy issues related to conservation and economic activities and coordinate with relevant stakeholders (e.g. CONANP, CONABIO, private sector groups, etc.) to inform policy decision making.

AFIRMA's activities will take into consideration that:

- direct threats must be mitigated in order to achieve effective biodiversity conservation;
- addressing all threats is impossible, so threats and actions will be prioritized principally within the framework of AFIRMA's areas of expertise in finance and value chains;
- effective interventions require an understanding of the context and root causes of direct threats; and
- threats analysis is an iterative process that serves not only as the foundation for selection priorities and setting targets, but also requires monitoring over time to inform program adjustments.

Prior to initiating activities in a biologically significant area (BSA), AFIRMA will base its approach on a site specific threats analysis. Site-specific analysis will either consist of relevant, recent analyses conducted by reputable NGOs or consultants, or those that AFIRMA procures directly through short-term

technical assistance, local subcontractors, or NGO partners. Once the threat analysis is complete (or previously indicated in the I18/I19) AFIRMA will prioritize those identified and identify specific AFIRMA supported activities. Factors that will be considered are:

- Urgency of addressing the threat,
- Probability of success in mitigating, reducing, or eliminating the threat,
- Area affected by the threat,
- Feasibility of addressing the threat (culturally, politically, economically, etc.),
- Timeframe required to adequately develop appropriate activity,
- Cohesion with AFIRMA's scope of work, and
- Level of agreement among stakeholders about the threat.

The final criteria cited above, “agreement among local stakeholders”, is a particularly important factor. Through participatory processes, AFIRMA will consult with key stakeholders in the target biologically significant sites. These consultations will help ensure that AFIRMA addresses issues of importance for the local population, which will increase the likelihood of community ownership and longer term sustainability of activities and results. AFIRMA has begun this process of local consultation and threats analysis along with strategic partners mentioned below in *La Encrucijada* along the coast of Chiapas, *Marismas Nacionales* along the coast of Nayarit and Sinaloa, and in the Alto Golfo. Because of the high percentage of biodiversity funding, the approach is described in some detail below.

## **2009 Biodiversity Initiatives**

In and around BSAs where access to finance is identified as a indirect/root cause of a direct threat, each activity proposed under this component should influence production and use patterns at the farm/ejido/community level by providing long term access to capital that creates stability in financing rather than reliance on the extraction of natural resources in an unsustainable manner without regard to fragile ecosystems. Identified activities, detailed in the table below, include:

- **Mango Value Chain-** An identified threat in the targeted marine BSAs is pollution and pesticide use, largely from agricultural run-off. Specifically, agricultural production techniques of mangos grown in the upper watershed area surrounding/in El Triunfo – *La Encrucijada* – Pala Blanco have been identified as a threat in the *Sistema Lagunar Chiapaneco* by the CONABIO / CONANP GAP analysis. AFIRMA has conduct an in-depth analysis of the Ataulfo Mango value chain in Chiapas, identifying upgrading opportunities, and contracted local conservationist NGO Pronatura Sur to carry out a detailed map of threats to biodiversity within the mango production area, along with an assessment of current land management practices. This has helped AFIRMA refine its intervention strategy linked to the identified threats, highlighting the threats posed by inappropriate agricultural and ranching techniques, as well as falling yields that put pressure on expansion of farmed areas increasing the rate of soil erosion. As a result, soil erosion and the channeling of rivers impede the natural flow of rivers and obstruct estuaries, lagoons and mangrove forests downstream. AFIRMA has identified initial activities to mitigate identified threats, and will contemplate additional activities in coordination with ProNatura and USAID:
  - Design a voluntary information system to track prices and volumes of mangoes throughout the Chiapas Ataulfo chain. Improving information along the chain has the potential to mitigate or reduce threats to biodiversity because availability of production and commercialization data is an important constraint in Mangoes in the identified BSA in Chiapas. This type of data is necessary to credibly calculate the economic impacts of climate change there.

- Develop a business case for a mango pulp processing plant, of which there are none in the region, despite the prospects of strong market support for an Ataulfo pulp product. Generating a business case for an industrial plant has the potential to mitigate or reduce threats to biodiversity on the following levels:
  - Commercialization of higher value-added mango products can generate new and better income streams for producers, potentially reducing the need to increase crop size in order to cover production and family expenses.
  - Better management of mango waste can eliminate a phytosanitary concern, thereby requiring less use of agrochemicals to mitigate that problem.
  - Potential to access voluntary carbon markets to finance an industrial facility powered by biomass generated by processing mango.
  
- **Community finance to support alternatives to unsustainable fishing in the Alto Golfo** - In collaboration with Conservation International Mexico (NW Region), to strengthen the local NGO, *Lazos del Mar*, initially promoted by Conservation International to generate group lending with internal group savings, so as to divert economic activity away from fishing. The program was initially designed to conserve the *vaquita marina* (desert porpoise), endemic to the upper Gulf of Mexico and currently at risk of extinction, by reducing the direct threat of unsustainable harvesting practices by providing resources necessary to engage in alternative sources of livelihood. CI has worked with *Construyamos*, a local service provider for microfinance in which has sought previous assistance from AFIRMA under Component 2. AFIRMA's initial support to *Lazos del Mar* consists of a strategic planning session in late January, with support from *Construyamos* (via purchase order) to collect and generate key inputs for the session, as well as participation from the community and other key stakeholders (CI, CONANP, etc.).
  
- **Community development planning** – In collaboration with Conservation International Mexico (NW Region), AFIRMA is looking to facilitate a community development plan for 1-2 communities in Marismas Nacionales (in Sinaloa and potentially Nayarit) and Alto Golfo, in Natural Protected Areas (*Areas Naturales Protegidas*). Several communities in the region have expressed interest in developing the ecotourism industry, and one of the objectives of the development plan will be to bring in an ecotourism expert that can do a rapid analysis of the selected communities to present during the planning session. Key stakeholders will be invited to participate in the planning session, including CONANP, local and state government, local NGOs, and others. Communities will be selected together with CI, based on biological significance, threats posed by alternate productive activities such as unsustainable fishery, cattle, and agriculture, as well as local leadership, interest and initiative, including willingness to invest resources in following through with the plan. AFIRMA will focus on the economic potential of productive activities, paying close attention to opportunities for which financial services could play an important role.

**The following initiatives are currently being explored, depending on local interest by strategic partners:**

- **Finance to support sustainable agriculture in Marismas Nacionales, Nayarit** – The Marismas Nacionales wetland system in Nayarit for which CI has led an initiative to declare as a National Protected Area, is threatened by agricultural runoff and habitat destruction from the practice of cutting mangroves for use as materials on farms, such as the growing of tomatoes. AFIRMA will work with CI and potentially with Task I partner CrediAvance to determine whether there is scope for financial services and value chain initiatives to support more

sustainable productive activities in the watersheds that drain into *Marismas Nacionales*. If so, AFIRMA will support local actors to develop approaches to delivering services (including but not limited to financial services) local producers,

A broader scope of initiatives for 2009 is detailed in the table below. Nate Bourns is responsible for this task, and will be dedicating a substantial portion of his time during 2009 towards ensuring the successful development of the initiatives, including dedicating roughly 50% of his time to biodiversity related activities in the second half of 2008. Ivana Fertziger will support these activities, dedicating 100% of her time to designing, implementing and reporting on biodiversity-related activities. Fernando Fernandez will support strategic planning and implementation of the initiatives, dedicating 33% of his time to biodiversity initiatives during the year.

**Table 2– Support Rural and Agricultural Finance Innovations & Biodiversity Activities, Outputs, Responsibility and Resources**

Task	Outputs	Responsibility	AFIRMA Resources	Dates
Mango - Tapachula, Chiapas (biodiversity)	<ul style="list-style-type: none"> <li>• Mango processing plant business case</li> <li>• Voluntary information system design for flow of fruit &amp; prices during season</li> <li>• Prioritization of environmentally friendly production in key areas of the watershed, as mapped by ProNatura Sur.</li> <li>• Develop and disseminate Recommended Organic Agricultural Practices with local institute or university</li> </ul>	N. Bourns	NB IF, P. Hanemann 18 days  Follow-up P.O. with ProNatura Sur  PO for agricultural practices (INIFAP, UNACH, or other)  <i>Additional Support from USAID Global Development Commons</i>	Jan - July
Use value chain information as a basis to improve access to financial services	<ul style="list-style-type: none"> <li>• Pilot product design with pack house and producers, with MFI Credi-Capital/Solucion ASEA</li> </ul>	N. Bourns	NB  <i>Additional Support from USAID Global Development Commons</i>	Jan - March
Collaboration with Conservation International in <i>Alto Golfo</i> and <i>Marismas Nacionales</i> (biodiversity)	<ul style="list-style-type: none"> <li>• Technical Assistance to Lazos del Mar, local NGO promoting microfinance as strategy for alternative income streams to fishing in order to protect the endangered species, <i>vaquita marina</i>.</li> <li>• Community development planning sessions for 1-2 communities in Natural Protected Areas <i>Alto Golfo</i> and <i>Marismas Nacionales</i> with CONANP</li> <li>• Evaluation of Ecotourism potential and value chain (30% <i>Alto Golfo</i>, 70% <i>Marismas</i>)</li> <li>• Evaluation of Fisheries and Shrimp value chain (70% <i>Alto Golfo</i>, 30% <i>Marismas</i>)</li> </ul>	N. Bourns	NB, IF, FF, WE  <i>Construyamos</i> Purchase Order  Senior Ecotourism Specialis, Miguel Baca 30 days  Fisheries & Shrip value chains specialist, TBD, 30 days  PO for 1-2 workshops in coordination with local and national stakeholders	Jan - July
Promote access to finance for organic producers (biodiversity)	<ul style="list-style-type: none"> <li>• Collaboration with local organic commercialization firm, <i>Aires del Campo</i>, to resolve financing bottlenecks and promote organic production, particularly in regions of high risk to biodiversity.</li> </ul>	I. Fertziger	NB, IF	Jan – March
Follow up with Agricultural Microfinance Diagnostic with Sumate	<ul style="list-style-type: none"> <li>• Ag Microcredit product designed, tested refined</li> <li>• Product incorporated into the product portfolio</li> </ul>	N. Bourns	NB, Hector Cisneros 75 days	Jan - Jun

## 5. TASK 4 - STRENGTHEN THE REGULATORY ENVIRONMENT FOR MICRO- AND RURAL FINANCE

Under this task, AFIRMA will continue to coordinate with the *Comisión Nacional de Bancos y Valores* (CNBV) on regulations for microfinance, although a very limited level of effort is planned. Fernando Fernandez will retain primary responsibility for this task, and will coordinate with USAID and with AFIRMA subcontractor International Consulting Consortium (ICC). AFIRMA and the CNBV plan to hold meetings to discuss sector effects of these potentially substantial changes, although no resources beyond some limited time from AFIRMA's full-time staff is planned.

## 6. TASK 5 - STRENGTHEN THE MICRO- AND RURAL FINANCE INDUSTRY

The primary goals of this task are to promote microfinance sector initiatives in alliance with GoM agencies such as Pronafim, FIRA, or associations such as ProDesarrollo that will strengthen industry infrastructure and information. Activities under this task include supporting private sector stakeholders in microfinance, GoM initiatives, and other stakeholders.

In the final months, this task will continue to prioritize collaboration on horizontal initiatives with potentially substantial impact for the sector, such as institutional capacity building, transparency, and good practices. Such initiatives will continue to focus on government agencies such as Pronafim and FIRA, at a very low level of investment of project funds, to strengthen their technical assistance programs for the sector. Fernando Fernandez will have primary responsibility for coordinating with GoM agencies, in close coordination with Geoffrey Chalmers. The following initiatives are scheduled for 2009:

**Table 3– Support GoM Microfinance Initiatives Activities, Outputs, Responsibility and Resources**

<b>Task</b>	<b>Outputs</b>	<b>Responsibility</b>	<b>Resources</b>	<b>Dates</b>
Sector Wide events	<ul style="list-style-type: none"> <li>• Support of Pronafim's National Microfinance Event (Encuentro Nacional de Microfinanzas)</li> <li>• Support to prepare a follow-up "Risk and Emergency Seminar for MFI's" with PRONAFIM</li> </ul>	F. Fernandez	FF 20 days	April – Aug
PRONAFIM	<ul style="list-style-type: none"> <li>• Continue to support of Pronafim's rural Institutional Strengthening program.</li> <li>• Strengthen PRONAFIM's training and TA program, including support for planning 2009 initiatives and strategies,</li> </ul>	F. Fernandez	FF 20 days	Jan – June
FIRA	<ul style="list-style-type: none"> <li>• Continue working with FIRA and UNDP, including discussions of next steps and upcoming collaboration.</li> </ul>	F. Fernandez	FF 20 days VVE 10 days NB 5 days	Jan - June
Human Capital and Institutional Risk	<ul style="list-style-type: none"> <li>• Finalize study in collaboration with Prodesarrollo designed to help MFIs to identify factors that are contributing to high staff turnover, elevated portfolio at risk, and in many cases, restricted growth.</li> </ul>	F. Carbajal	F.Carbajal 10 days FF 3 days C. Rodriguez P. Kurczyn	Jan - Feb
Donors Coordination	<ul style="list-style-type: none"> <li>• Work with donors, GoM on coordination</li> <li>• Facilitate organization of donor coordination.</li> </ul>	F. Fernandez	FF 20 days GC	Jan - Oct

## **PERFORMANCE MONITORING AND REPORTING AND OTHER RELATED PROJECT INITIATIVES**

Although this is an administrative requirement as part of the AFIRMA project, the information generated is increasingly used for technical purposes and for reporting on the market evolution, and is therefore included here under Task 5. Nathanael Bourns will be responsible for supervising the performance monitoring process in coordination with Francisco Carbajal, and AFIRMA reporting to USAID, for which he will continue to work closely with Ivana Fertziger. Mr. Carbajal will be responsible for applying the USAID-mandated poverty impact tool as he did in 2008, as well as maintaining the AFIRMA website.

**Table 4— Performance monitoring and reporting and other related project initiatives. Activities, Outputs, Responsibility and Resources**

<b>Task</b>	<b>Outputs</b>	<b>Responsibility</b>	<b>Resources</b>	<b>Dates</b>
Poverty Impact Tool	<ul style="list-style-type: none"> <li>• Required report to USAID</li> <li>• Additional inputs for AFIRMA use (additional questions)</li> </ul>	F. Carbajal	Purchase order with SERTA	Feb-March
Quarterly and Annual Reports	<ul style="list-style-type: none"> <li>• 3 quarterly reports</li> <li>• Final Report</li> </ul>	N. Bourns	Ivana Fertziger (9 days) Nate Bourns (3 days)	Jan, April & July
Technical Performance Monitoring	<ul style="list-style-type: none"> <li>• Inputs for quarterly reports</li> <li>• Performance monitoring tool</li> <li>• Individual institution reports and presentations (5-6 per year)</li> </ul>	F. Carbajal, N. Bourns	FC 60 days (15 per quarter) NB CM 5 days	All year
Documentation of the AFIRMA Project	<ul style="list-style-type: none"> <li>• Compilation of internal and external perspectives on the AFIRMA Project, edited into one single publication.</li> </ul>	F. Fernandez	FF 20 days IF 15 days NB 10 days Robin Young 6 days	June - Aug
AFIRMA Website	<ul style="list-style-type: none"> <li>• Website management</li> </ul>	F. Carbajal	7 days	All year

## ANNEX A: CLOSE DOWN PLAN

Based on the remaining budget, the activities outlined above, and the need to have all expenses incurred within the contract period, which ends in September 2009, the project is targeting to close the AFIRMA office in August 2009.

AFIRMA's technical activities will be wrapped up by the end of June 2009 so that project staff can focus on documenting lessons learned for each component within a comprehensive final report covering the 5 years of the project. Final project indicators, tracked over the baselines established in AFIRMA's approved Performance Management Plan would therefore be reported through June 2009.

Given the finalization of Task 2 activities, Training Specialist Claudette Martinez will finalize her work with AFIRMA, including her contribution to final reporting on Task 2 by February 2009. Similarly, due to finalization of Task 1 activities, Willy Escobedo will finalize his work on AFIRMA at the end of April 2009. Fernando Fernandez, Nathanael Bourns, and Ivana Fertziger will remain on AFIRMA through August 2009, focusing heavily on Task 3 and biodiversity related activities, as well as policy activities as outlined below in the months January-May, and transitioning to reporting and finalization of all technical and administrative tasks from June-August. All current administrative staff will remain on the project until August 2009.

Home Office Technical Manager for AFIRMA Robin Young and the Home Office Project Coordinator will travel to Mexico in the final month of the project to support the final documentation and closedown process.

As a point of reference, Table 5 provides a detailed list of the many tasks related to close down that AFIRMA will undertake in the final 9 months of the project.

**Table 5 – Close Down Matrix**

Issue / Activity	Target Date	Action Needed	Person(s) Responsible	Office Responsible	Comments	Status
Inventory	01/23/09	Inventory all non-expendable items procured under the project	FA/PA	FO		1. In Preparation
Inventory	01/23/09	Determine potential beneficiaries for non-expendable property and equipment	PA/DCOP	FO		1. In Preparation
Inventory	01/30/09	Audit project inventory	PC/PA/DCOP	HO/FO		1. In Preparation
Finance	12/19/08	Determine budget requirements for project and close-down activities	PC/BM/FA/ COP/DCOP	HO/FO	completed with this final work plan	3. Completed
Contracts	12/19/08	Prepare DAI's budget pipeline, including commitments, in coordination with Contracts	PC/BM/FA/ COP/DCOP	HO/FO		2. In Progress
Contracts	12/23/08	Submit formal close-down plan to client, per contract	PC/CA/DCOP	HO/FO	completed with this final work plan	3. Completed
Inventory	01/19/09	Create a Disposition Plan	PC/PA/DCOP	HO/FO		1. In Preparation
Inventory	01/30/08	Submit the non-expendable property inventory and disposition plan to USAID for approval	PC/PA/DCOP / CA	HO/FO		1. In Preparation
Personnel	01/30/08	Review the employment contracts and allowance letters for all expatriate staff	PC/CA	HO		1. In Preparation
Contracts	01/31/09	Coordinate with Contracts Administrator to request final budget realignment	PC/BM/CA	HO	final approval of LOE per labor category	1. In Preparation
Contracts	01/31/09	Review the contract to ensure contract deliverables are being uploaded to the DAI portal and sent to the CTO as necessary	PC/COP/PQM/D COP	HO/FO	Project is behind on the DEC but will catch up	1. In Preparation
Personnel	01/31/09	Consult with local lawyer on termination and severance issues	PA/DCOP	HO/FO		3. Completed
Personnel	01/31/09	Reconcile local staff leave balances and alert local staff of unused leave balances	PA/FA	FO		1. In Preparation
Contracts	03/31/09	Finalize outstanding subcontract and prime contract modifications	PC/DCOP/CA	HO/FO	Need to confirm Subs end dates w. project	1. In Preparation
Information Technology	03/31/09	Work with OIT to determine if and when an IT STTA will travel to the project for IT closedown activities	PA	FO	Need to confirm that IT STTA is needed	1. In Preparation
Information Technology	03/31/09	Consider how the software will be given to USAID/the donor, the co-license holder	PC/FA/PA/DCOP	HO/FO	Note: DAI holds the licenses to Microsoft products	1. In Preparation
Technical Activities	03/31/09	Track financial commitments to technical activities in a monthly pipeline	COP/DCOP/PQM	HO/FO		1. In Preparation
Finance	04/30/09	Monitor remaining sheet balances	PC/BM	HO		1. In Preparation
Finance	04/30/09	Notify Field Cash of project closedown and review/correct bank reconciliation spreadsheets as necessary	PC/BM	HO		1. In Preparation
Finance	04/30/09	Reconcile project invoice and payment records	PC/BM	HO		1. In Preparation
Finance	04/30/09	Conduct internal audit of financial reports and files	PC/FA	HO/FO		1. In Preparation
Contracts	04/30/09	Conduct a Level of Effort (LOE) Audit, if necessary	PC/FA/DCOP	HO/FO		1. In Preparation
Personnel	04/30/09	Conduct personnel file audit	PC/FA/PA	HO/FO		1. In Preparation
Project File Retention & Shipping	04/30/09	Conduct an internal audit of home office files	PC	HO		1. In Preparation

**Table 5 – Close Down Matrix**

Issue / Activity	Target Date	Action Needed	Person(s) Responsible	Office Responsible	Comments	Status
Project File Retention & Shipping	04/30/09	Conduct an internal audit of field files	PA	FO		I. In Preparation
Finance	06/30/09	Review all subcontractor and vendor contracts and budgets and reconcile invoices	PC/FA	HO/FO		I. In Preparation
Finance	06/30/09	Clear all outstanding cash advances	FA	FO		I. In Preparation
Finance	06/30/09	Review all contracts and agreements for which the project has paid a security deposit and inform the landlord or vendor of planned closedown.	PA/FA	FO		I. In Preparation
Finance	06/30/09	Arrange final date of insurance coverage (office, equipment, and vehicle local insurance agreements)	PA/FA	FO		I. In Preparation
Finance	06/30/09	Notify your bank(s) and review the terms of your bank accounts	PA/FA	FO		I. In Preparation
Contracts	06/30/09	Review status of contract or subcontract agreements	PC	HO		I. In Preparation
Contracts	06/30/09	Start contract file audit	Contracts	HO		I. In Preparation
Contracts	06/30/09	Send termination notice, including final invoice notice, to subcontractors via Contracts	PC/CA	HO		I. In Preparation
Personnel	06/30/09	Issue demobilization letters to DAI-employed long-term expatriate staff	PC	HO		I. In Preparation
Personnel	06/30/09	Prepare and distribute termination notifications for local staff	DCOP/PA	FO	Confirm how many days notice needed	I. In Preparation
Recruitment	06/30/09	Provide guidance to local staff on CV writing, job searching, and networking	DCOP	FO		I. In Preparation
Recruitment	06/30/09	Have high-performing project employees enter their info into Sonic	PC	HO		I. In Preparation
Inventory	06/30/09	Provide notice to project landlord	PA/FA	FO		I. In Preparation
Shipping HHEs	06/30/09	Distribute demobilization letters	PC	HO		I. In Preparation
Shipping HHEs	06/30/09	Submit HHE requisition to Procurement for all demobilizing expat LTTA staff	PC	HO		I. In Preparation
Project File Retention & Shipping	06/30/09	Request bar code shipping labels	PC	HO		I. In Preparation
Information Technology	06/30/09	Ensure monthly service contracts will expire on or before Contract End Date	PA/FA	FO		I. In Preparation
Technical Activities	06/30/09	Plan conclusion (or transition) of project activities	COP/DCOP/PQM	HO/FO		I. In Preparation
Technical Activities	06/30/09	Begin to schedule courtesy meetings/exit interviews between COP and all pertinent host government officials and counterparts	COP/DCOP/PQM	HO/FO		I. In Preparation
Technical Activities	06/30/09	Begin Final Technical Report	COP/DCOP/PQM	HO/FO		I. In Preparation
Project File Retention &	07/15/09	Notify DAI's Office of Procurement of the need to ship project documents	PC	HO		I. In Preparation

**Table 5 – Close Down Matrix**

Issue / Activity	Target Date	Action Needed	Person(s) Responsible	Office Responsible	Comments	Status
Shipping						
Personnel	08/01/09	Prepare Letters of Recommendation or Letters of Employment Verification for local staff	DCOP/COP	FO		I. In Preparation
Project File Retention & Shipping	08/15/09	Number boxes, label them with project name & mark destroy date	PA/FA	FO		I. In Preparation
Personnel	08/31/09	Collect expendable and non-expendable inventory from staff, such as laptops, cellular phones, household goods, etc	DCOP	FO		I. In Preparation
Finance	08/31/09	Inform vendors providing subscriptions or local support services of termination date	PA	FO		I. In Preparation
Finance	08/31/09	Arrange for final office/garage rent payment and reimbursement of security deposit	PA	FO		I. In Preparation
Contracts	08/31/09	Save contract deliverables on a CD for the client and upload them on the DAI Portal for submission to the DEC	PA	FO		I. In Preparation
Personnel	08/31/09	Arrange for end date for local health and life insurance programs	PA	FO		I. In Preparation
Personnel	08/31/09	Prepare Letters of Recommendation for expat staff	PQM	HO		I. In Preparation
Inventory	08/31/09	Contact inventory recipient organizations	PA/DCOP	FO		I. In Preparation
Project File Retention & Shipping	08/31/09	Decide which files to hand carry or DHL	PC	HO		I. In Preparation
Technical Activities	08/31/09	Conduct counterpart meetings	COP/DCOP/PQM	HO/FO		I. In Preparation
Finance	09/01/09	Prepare and submit final field report	PC/FA	HO/FO		I. In Preparation
Finance	09/01/09	Prepare all staff salary payments, severance and reimbursements.	FA	FO		I. In Preparation
Finance	09/01/09	Arrange for final payment of utility bills	FA	FO		I. In Preparation
Finance	09/01/09	Discuss with Finance how to invoice USAID for outstanding bills and late subcontractor invoices that need to be paid after project-end date.	PC/FA	HO/FO		I. In Preparation
Project File Retention & Shipping	09/01/09	Send packing list to HO	PA/FA	FO		I. In Preparation
Technical Activities	09/01/09	Verify that all deliverables are submitted to the DAI Portal	PC/PA/DCOP	HO/FO		I. In Preparation
Finance	09/15/09	Submit final monthly bank reconciliation	FA	FO		I. In Preparation
Finance	09/15/09	Close bank accounts (local currency and dollar accounts) on last day possible	FA	FO		I. In Preparation
Personnel	09/15/09	Disburse final pay-outs for local benefit plans or social charges/severance	PA/FA	FO		I. In Preparation
Personnel	09/15/09	Submit Termination PAS in Lotus Notes PAS System for LTTA staff	PC	HO		I. In Preparation
Inventory	09/15/09	Transfer non-expendable inventory	PA/DCOP	FO		I. In Preparation

**Table 5 – Close Down Matrix**

Issue / Activity	Target Date	Action Needed	Person(s) Responsible	Office Responsible	Comments	Status
Project File Retention & Shipping	09/15/09	Submit Master Storage Inventory List to DAI's Facilities Coordinator, the Associate, and the DAI Portal	PA	FO		I. In Preparation
Project File Retention & Shipping	09/15/09	Hand Carry or DHL critical files and documents	PC	HO		I. In Preparation
Information Technology	09/15/09	Back up all electronic files (technical, financial, and administrative documents, Notes mail and archive files, Notes IDs, and Notes databases not replicating with corporate) in duplicate onto tape or DVD and verify its contents.	DCOP/PA	FO		I. In Preparation
Information Technology	09/15/09	Clean Hard Drives	DCOP/PA	FO		I. In Preparation
Information Technology	09/15/09	Notify DAI Washington OIMT of staff terminations	PA	FO		I. In Preparation
Information Technology	08/31/09	Dismantle local area network	OIT	FO		I. In Preparation
Project File Retention & Shipping	08/31/09	Ship files through DAI's Office of Procurement to off-site record retention facility	PC/PA	HO/FO		I. In Preparation
Information Technology	08/20/09	Schedule time to clean hard drives and backup files	PA	FO		I. In Preparation
Inventory	08/31/09	Leave project office and guest house according to lease arrangement	PA	FO		I. In Preparation
Technical Activities	08/31/09	Complete final technical report	COP/DCOP/PQM	HO/FO		I. In Preparation
Contracts	07/15/09	Finalize subcontractor close out	PC/CA	HO		I. In Preparation
Finance	10/15/09	Process all final travel and expense reports for expatriate staff.	PC	HO		I. In Preparation
Finance	09/15/09	Review final field report	PC	HO		I. In Preparation
Technical Activities	09/15/09	Conduct COP Debrief Session	PQM	HO		I. In Preparation
Finance	10/30/09	Submit paid-from-Bethesda subcontractor and vendor final invoices for payment	PC/CA	HO		I. In Preparation
Finance	10/30/09	Pay subcontractor final invoices	PC	HO		I. In Preparation
Finance	03/30/10	Submit the preliminary final invoice within 6 months after Contract End Date	PC/FINANCE GROUP	HO		I. In Preparation
Finance	03/30/10	Discuss quick closeout with Finance and Contracts as an option	PC/BM	HO		I. In Preparation

**AFIRMA Project**  
**Horacio No. 124, Piso 14, Of. 1402 y 1403**  
**Polanco, México DF, 11570**  
**México**