

MISSION CLOSE OUT DOCUMENTS

Papers and Reports

1.*Advisory Committee on Voluntary Foreign Aid (ACVFA). “End of Term Report 1997-1999). December 1999.

http://www.usaid.gov/hum_response/pvc/acvfaendofterm.pdf.

This is a report by ACVFA. Included are the two pages that discuss programming for nonpresence countries.

2.*Fischer, Fred C. “Graduation Strategy Options for the USAID Assistance Programs in Eastern Europe and the New Independent States”. November 1, 1996. PN-ACA-971.

This is a paper on how to design a graduation strategy for Eastern Europe and the NIS. Included is the Executive Summary, Overall Phase-Out Planning (which includes a section on the phase out strategies of different bureaus and other donors) and a Summary of Recommendations and Required Follow-Up Actions.

3.*Hopps, Michael. “USAID Graduation: Sharpening the Policy on When and How to End Assistance”. USAID Evaluation Highlights No. 65. July 1999. PN-ACA-936.

This article presents a summary of the overall issues addressed in “USAID Graduation Recent Experience and Outstanding Issues” which is cited below.

4.*Mabbs-Zeno, Carl C. “Guidance for Making ENI Graduation Decisions”. November 29, 1996.

The paper discusses the criteria for graduation in the ENI context, and sets up a table to assess progress towards the criteria for graduation. Entire report included.

5.*Martin, Frank, John Eriksson, Stephanie McNulty with assistance from Steve Metzger. “USAID Graduation Recent Experience and Outstanding Issues”. USAID Special Evaluation Study Report No. 81. Center for Information Development Information and Evaluation, May 1999. PN-ACA-926.

The entire document is included. This is one of the only documents that discusses the history of and issues surrounding graduation. Of particular interest will be parts two and three, which focus on the criteria and the mechanisms for making transitions and continuing a presence in a graduating country. Page 54 begins a list of “lessons learned” from other USAID graduations.

6.*“The USAID/Guinea-Bissau Program and Operational Closeout Plan”. Action Memorandum for the Assistant Administrator for Management, from A-AA/AFR, Carol Peasley. Date stamped April 30, 1988.

The memo has information about programs that will be covered after the mission closeout.

7.*Mitchell, Robert E. “From Close-Out to Model Program Lessons Learned from Two Decades of USAID in Guinea Bissau”. September 1995. PN-ABX-606 (available as a PDF file).

This paper discusses the experience of Guinea-Bissau Mission in refocusing its activities when close-out was planned. Copies include the Executive Summary and Lessons Learned sections.

8.USAID. “Lithuania Graduates from U.S. Agency for International Development”. USAID Press Release. May 31, 2000.

A press release on the graduation of Lithuania.

Reference Documents:

The Byrne and Koehring memos are from the early 1990s and may no longer be the most recent information. The memo on non presence programming was downloaded from the USAID website and the web address is provided. Also relevant may be more current information on mission closeout from the USAID website at

<http://search.info.usaid.gov/query.html?qt=mission+closeout+checklist&x=14&y=7>

The search terms were “mission closeout checklist”.

9. Byrne, Larry. “Mission Close Out Procedures”. Action Memorandum for the Administrator. USAID/General Notice, AA/M, 01/03/94.

10. Koehring, John, M/MCS. “Mission Close Out Procedures”. Memorandum to Larry Byrne, AA/M. December 7, 1993.

11. “Non Presence Programming Procedures”. Mandatory Reference 200-203. File Name 200mag_092100_cd20. 09/21/2000. www.usaid.gov/pubs/ads/200/200mag.pdf.

Operational Closeout Reports and Phase Out Plans:

All of the following plans detail the process for closing out a mission. Much (or in some cases all) of the material focuses on how programs will be ended, the disposal of USAID property, and personnel issues and arrangements. A few have information concerning

proposals to continue USAID activities, and in one instance there is an extensive lessons learned component (the RDO/SP report).

Argentina and Uruguay:

12. USAID Argentina and Uruguay Close-Out Report". February 1995. PD-ABK-516.

Burkina Faso:

13.*"USAID/Burkina Faso Operational Closeout Plan". PD-ABR-495.

Copies include the introduction, programmatic close-out, inactive project list, counterpart funds discussion, and the discussion of activities to continue after close-out.

"The USAID/Guinea-Bissau Program and Operational Closeout Plan". Action Memorandum for the Assistant Administrator for Management from A-AA/AFR Carol Peasley. Date stamped April 30, 1998 (there is not date contained within the text of the document).

Cameroon:

14. "USAID/Cameroon Operational Close-Out Plan". April 1994. PD-ABR-488.

Cape Verde:

15."USAID/Cape Verde Phase Out Plan". USAID/Cape Verde, March 14, 1994. PD-ABM-584.

Copies include the Project and Program Analysis Background, Overview of the Current Portfolio, Bilateral and Regional Projects. These sections include information on continuation of assistance.

16."USAID/Cape Verde Operational Closeout Plan". February 1995. PD-ABR-504.

Copies include the Introduction, Closeout Issues, and Continuation of Activities After Closeout.

Chad:

17.*"USAID/CHAD Policy Program Phase Out Plan". USAID/Ndjamena. February 3, 1994.

Available from Africa Bureau's files.

Copies include the introduction, phase out plan, specific project information from February 3, 1994 and the Program Phase Out Plan dated January 7, 1994. There is also a copy of Annex B from this earlier draft that addresses a post-1995 program. Finally, there

is also material that was in a separate annex entitled “Talking Points for Internal Discussion in Closing Missions Suggestions from the USAID Staffs for Afghanistan and Pakistan”

Côte d’Ivoire:

18.*“USAID/ Côte d’Ivoire Wind Up Plan”. No date available. Original copy available in Africa Bureau, Côte d’Ivoire file.

The entire plan is included.

19.“USAID/ Côte d’Ivoire Wind Up Plan Addendum”. September 24, 2001. Original copy available in Africa Bureau, Côte d’Ivoire file.

Czech Republic:

20.*“Program Close-Out Plan U.S. Assistance to the Czech Republic: 1995-1997”. March 25, 1995. PD-ABP-658.

Copies include the Executive Summary, the section on Close-Out Implementation and Monitoring, Evaluation and Special Studies.

Hungary:

21.*“Results Review and Close-out Plan USAID Hungary 1996-1999”. April 1997. PD-ABP-092.

Copies include the Overview and Factors Affecting Program Performance, two program details from the Progress Towards Objectives section, and a cable dated 8/22/96. In section D. of the cable, program close-out is specifically discussed

Lesotho:

22.*“USAID Lesotho Operational Closeout Plan”. May 1994. PD-ABQ-188.

Copies include the introduction, the section on program close-out and the MOU between the US Embassy and the USAID Mission.

Niger:

23.*“USAID/Niger Wind Up Plan”. April 6, 1996. PD-ABP-499.

Copies include the Introduction, the Wind-Up Plan, and the Implications for USAID/Niger’s Country Strategic Plan and Management Contract.

Poland:

24. "Poland in the Year 2000: USAID Graduation Plan FY 1988 Results Review and Resource Request". May 1996. PD-ABP-445.

RDO Caribbean:

25. *Regional Office for the Caribbean Eastern Caribbean Program. "Close-out Plan Update fY1995-96". February 21, 1995. PD-ABK-514.

Copies include the section on close-out plans.

RDO South Pacific:

26. *USAID/RDO/SP. "Close Out Summary Report". Volume One. September 9, 1994. PD-ABR-506.

The entire report is included, since it addresses many issues involved in close-out, includes an extensive lessons learned section, and information about transferring programs to another regional office.

Somalia:

27. *"USAID/Mogadishu Phase Down Plan" 1990. PD-ABB-204.

Includes the Summary, Background to the Phase Out, which includes a section on phase down in other countries, and information about two projects where an argument for extension was presented.

Swaziland:

28. USAID/Swaziland. "Operational Close Out Plan". May 1995 (updated July 1995).

Just a few pages that pertain to issues concerning transferring the Swazi Business Development project to the Botswana regional office and non-bilateral issues were copied.

Thailand:

29.*“Thai Bilateral Graduation Strategy”. Office of Program and Strategic Planning, East Asia Regional Support Mission, Bangkok. February, 1994. PD-ABM-551.

Copies include the Executive Summary, the overview of the Thai context and program, and an annex which discusses the US-Thailand Development Partnership Project.

30.*“USAID/Thailand Bilateral Operations and Program Close-Out Plan”. May 1995. PD-ABN-562.

Copied material includes information on the establishment of US-Thailand Development Partnership and the Kenan Institute of Asia, as well as the summary of projects that were Global and ANE Bureau Activities in Thailand.

Zimbabwe:

31.*“Country Strategic Plan 1997-2003 Zimbabwe”. April 1997. PN-ACA-226.

Copies include the Introduction to the report, the information on achieving SO for increased opportunities for participation in the private sector and political process, and the information on transition resources and post-presence activities and management phase-out.