

Mandatory Reference: 527  
File Name: 527mab\_100103\_cd33  
Revision: 10/01/2003  
Effective Date: 09/29/2003

## **Guidance on How to Close a USAID Mission – Checklists**

### **I. General**

The closing out of a USAID Mission may or may not include closing out all U.S. assistance activities. The closing out of a USAID Mission can take place as a "normal" closing, an "immediate" closing, or an "emergency" closing, as follows:

- a.** A normal closing out usually will occur as a consequence of a joint agreement of understanding between the United States and the cooperating country.
- b.** An immediate closing out occurs because of unusual circumstances and in most instances is the result of unilateral action on the part of either the United States Government or the cooperating country. This may call for the termination of assistance pursuant to the Foreign Assistance Act or other U.S. Government prohibitions. Whereas a normal close-out permits a relatively unhurried approach, in an immediate close-out situation time may be severely limited.

This document addresses both normal and immediate closing.

- c.** An emergency closing out occurs because of critical conditions at Post such as war, civil disturbance, or natural disaster. (See ADS 530, Emergency Planning Overseas)

### **II. Guidance for Using the Checklists**

The purpose of the nine checklists below is to provide a list of actions that need to be completed when it has been determined to close a USAID Mission. USAID/W management responsibilities for a USAID Mission close-out may be assumed by a task force consisting of representatives of the Management Bureau and the respective Regional Bureaus.

These checklists apply to Mission Administrative Procedures only. They are to be used after (1) the determination has been made to close a USAID Mission, (2) the Mission Director has submitted recommendations for closing out assistance activities (described in section III below), and (3) the Regional Bureau of the close-out Mission has reviewed the Close-Out Plan (see section IV below).

### **III. Mission Close-Out Plan**

The Mission Close-Out Plan is prepared by the affected Mission and details the

programmatic aspects of closing out or reconfiguring strategic objectives. There is no hard-and-fast rule for modifying strategic plans. Sufficient detail is required on the status of individual strategic objective activities to make informed judgments about what the Mission proposes. Missions must also outline a staffing pattern, showing staff departures as they will occur.

All in-country activities, regardless of sponsor (i.e., Bureau for Global Health (GH), Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA), Bureau for Economic Growth, Agriculture and Trade (EGAT), and Regional Bureau) and regardless of funding source or type of implementing agent (e.g., training research, food) must be reported. Missions must work with the sponsoring Bureau on a virtual basis in planning for closing or modifying centrally funded activities. When there is disagreement on how best to proceed, the Mission must prepare its proposal, noting areas of disagreement. GH, DCHA, and EGAT must participate in all reviews of Close-Out Plans (also known as Exit or Transition Plans).

Local currency must also be included in the Close-Out Plan. The Mission must report on the status of local currency accounts, including any USAID responsibilities for endowments, trust funds, and similar instruments and plans for winding them down or alternative proposals. While the Close-Out Plan must address severance pay, Missions must research in advance local laws and custom regarding severance and the Post Compensation Plan and confer with M/HR.

Exit Missions must seek to terminate program activities in advance of the exit date since there are numerous administrative details to attend to in closing a Mission. In addition, Missions must think in terms of leaving sustainable and useful units of assistance, and ensuring managerial and cost efficiency and accountability. All this must take place within the time frame given for transition.

- a. Experienced close-out staff.** It is helpful to retain staff with close-out experience, particularly in the EXO, the Controller, and the Program/Project Development backstop areas. Also, the Contracting Officer and the Regional Legal Advisor must establish general guidelines and be consulted regarding contract and legal issues associated with program or administrative matters.
- b. FSN staff.** Missions are strongly encouraged to pursue all avenues in assisting FSNs secure post-USAID employment.

#### **IV. Review of Mission Close-Out Plan**

The Close-Out Plan is reviewed in USAID/W. The cognizant Regional Bureau chairs the review, with the participation of the Bureaus for Management (M), Policy and Program Coordination (PPC), GH, DCHA, EGAT, and the Office of General Counsel (GC). For all exit country strategies, the cognizant Regional Bureau prepares an Action Memorandum summarizing the plan's salient features, as modified by the review, along with any outstanding issues, and submits it to the Coordinator for Overseas

Restructuring (AA/M) for approval.

## **V. Preparation of Mission Operational Plan**

Upon approval of the Mission Close-Out Plan for closing out assistance activities, the Mission Director prepares an operational plan (see ADS 527.5.c) for closing out the Mission. The Mission Director's plan conforms with and implements the Mission Close-Out Plan assistance activities and includes provisions covering

- a.** The retention of sufficient and suitable staff members and the delegation of authority and assignment of specific responsibility to each to carry to completion the required close-out action, with respect to each assistance activity and in accordance with the plan and time schedule.
- b.** Estimates of the personnel, space, and funds required to complete the close-out, taking into account the reduction possible by each successive stage of the plan.
- c.** The timetable for phasing out, transferring, or terminating U.S. direct-hire, participating agency, and contract personnel and the replacement of assistance from other resources.
- d.** Actions for terminating the services of cooperating country and third country national employees.
- e.** A monthly timeframe/activity projection for the entire close-out period of major activities that must occur.

## **A. Personnel Checklist**

The following checklist should not be viewed as a comprehensive, all-inclusive how-to-guide but is to be used in conjunction with the Mission-specific plan in ensuring that basic areas are covered. The close-out procedures must be adjusted as necessary to meet special activities and circumstances. (For policy directives and required procedures see ADS Series 400, Personnel.)

On receipt of final USAID/W determination that the Mission is to close, the Mission Director may, unless otherwise instructed by USAID/W, inform all employees of the pending action. The following steps must be followed by a closing Mission:

### **For U.S. Direct-Hire Employees**

1. Submit to USAID/W a tentative transfer schedule for each employee.

**Completed Date** \_\_\_\_\_

2. Submit a list of all Participating Agency Service Agreement (PASA) employees to the Office of Procurement (M/OP) in USAID/W for referral to the parent agency for action.

**Completed Date** \_\_\_\_\_

3. Submit for each employee an Employee Bidding Form (EBF) to USAID/W, if not already submitted as part of the normal reassignment process.

**Completed Date** \_\_\_\_\_

4. Request from USAID/W authority to issue travel authorizations as appropriate.

**Completed Date** \_\_\_\_\_

### **For Foreign Service National and Third Country National Employees**

1. Conduct termination procedures in accordance with AIDAR Appendix J and the approved local compensation plan, to include monitoring any outstanding issues for local FSN pension plans.

**Completed Date** \_\_\_\_\_

2. Provide maximum practical assistance to employees to secure new employment as appropriate.

**Completed Date** \_\_\_\_\_

## **B. Financial Management Checklist**

The following checklist should not be viewed as a comprehensive, all-inclusive how-to-guide but must be used in conjunction with the Mission-specific plan in ensuring that basic areas are covered. The close-out procedures should be adjusted as necessary to meet special activities and circumstances. (For policy directives and required procedures see ADS Series 600, Budget and Finance.)

This checklist outlines some general and some specific procedures for closing a Mission Controller Office and transferring the financial records and responsibilities to a regional center. There are no typical Missions when it comes to close-out.

The USAID/W approved Program Close-Out Plan and Schedule must be used as a working document in the orderly close down of financial activities at the Mission. It is also important to consult the termination provisions of the bilateral agreement, project/activity agreements, trust fund agreements, contracts, grants, etc., to determine any special procedures that may be necessary.

The Office of Financial Management (M/FM) in Washington designates another Mission or office to ensure responsibility for residual Controller functions and advises other Missions of the close-out and the name of the Mission or office assuming residual financial functions. The action of designating another Mission must take place at the time of approval of the Program Close-Out Plan and Schedule.

### **Audit Management**

Have all open audit recommendations been followed-up and reasonable attempts been made to close them (refer to ADS 595.3.4, Audit Management in Closeout Countries)?

**Completed Date** \_\_\_\_\_

### **Pipeline Reviews**

1. Have detailed listings of all unliquidated obligations been prepared and continually updated to assist in the final close-out?

**Completed Date** \_\_\_\_\_

2. Have activity pipeline reports been issued to help identify slow-moving activities and funds to appropriate Mission officials?

**Completed Date** \_\_\_\_\_

3. Have steps been taken to ensure that the 1311 process includes participation of activity officers and communication with vendors and contractors?

**Completed Date \_\_\_\_\_**

4. Has the activity portfolio been reviewed recently by Obligation Managers to identify potential deobligation amounts?

**Completed Date \_\_\_\_\_**

5. Have uncommitted earmarks, commitment reservations, and commitments been reviewed to ensure validity and sound activity management?

**Completed Date \_\_\_\_\_**

6. Is the list of open reservations current?

**Completed Date \_\_\_\_\_**

7. Has the financial instructional guidance for close-out missions provided in the Deobligation Guidebook (see ADS 621.4.2.q) been applied?

**Completed Date \_\_\_\_\_**

8. Have excess balances been deobligated, decommitted, and returned to an un-earmarked status for alternate use?

**Completed Date \_\_\_\_\_**

### **Claims and Litigations**

Have necessary arrangements been made for continuing communications among local counsel, the Embassy, and USAID?

**Completed Date \_\_\_\_\_**

### **Property**

1. Review the real property ledger and personal nonexpendable (NXP) ledgers for completeness. Are all the receiving and disposal reports being posted on a current basis?

**Completed Date \_\_\_\_\_**

2. Has a current reconciliation been made with the EXO records?

**Completed Date \_\_\_\_\_**

3. Has a physical inventory been taken and has the Survey Board been convened to take actions as a result of the physical inventory?

**Completed Date** \_\_\_\_\_

4. Review property disposals. Is available Operating Expenses (OE) property sold by public auction to maximize return to the USAID property replacement account?

**Completed Date** \_\_\_\_\_

5. Has the final USAID-Owned and Controlled Property Report (U-754/1) been filed?

**Completed Date** \_\_\_\_\_

### **Reporting**

1. Are SF-1221s on disbursement transactions being received, reconciled promptly, and reported on the U-101?

**Completed Date** \_\_\_\_\_

2. Are procedures in place to ensure receipt and reconciliation of SF-1221s from all potential USDOS?

**Completed Date** \_\_\_\_\_

3. Are copies of all recent reports maintained and readily accessible for reference?

**Completed Date** \_\_\_\_\_

4. Is appropriate follow-up action taken on unaccepted AOCs (outgoing and incoming)?

**Completed Date** \_\_\_\_\_

5. Are trust fund reports submitted in accordance with the trust fund agreement?

**Completed Date** \_\_\_\_\_

6. Check M/FM's listing of cumulative G-2 balances. Are steps being taken to reconcile the differences identified?

**Completed Date** \_\_\_\_\_

7. Review outstanding suspense accounts amounts. Are outstanding amounts

being cleared promptly? Does the Mission's net/reconciling amount agree with M/FM totals?

**Completed Date** \_\_\_\_\_

8. Review Mission PFAR reports and unliquidated balances on the P06B report with the quarterly DA01 report. Are differences being reported to M/FM?

**Completed Date** \_\_\_\_\_

9. Are internally generated reports prepared and distributed to Mission staff for their use?

**Completed Date** \_\_\_\_\_

10. Have final financial reports been prepared and submitted to USAID/W?

**Completed Date** \_\_\_\_\_

### **Trust Funds**

1. Has the Mission developed a budget for the OE trust fund to cover all obligations to be paid from these accounts and made plans to return any excess to the host government?

**Completed Date** \_\_\_\_\_

2. Has the Mission budgeted for program trust fund requirements during the close-out period?

**Completed Date** \_\_\_\_\_

3. Has the Mission corresponded with the host government about disposition of property funded with trust funds?

**Completed Date** \_\_\_\_\_

4. Are all costs being charged to trust funds allowable under the agreement? Is the Mission maximizing use of trust funds?

**Completed Date** \_\_\_\_\_

5. Are trust fund reports submitted in accordance with the trust fund agreement?

**Completed Date** \_\_\_\_\_



6. Have procedures been established to manage trust fund billings and collections? (Trust fund billings are not included in the U-141 Report.)

**Completed Date** \_\_\_\_\_

### **Operating Expenses**

1. Has the Mission given the required six-month notice of withdrawal from International Cooperative Administrative Support Services (ICASS) system? Has responsibility been assigned to review the ICASS agreements and workload counts?

**Completed Date** \_\_\_\_\_

2. Are lease agreements being properly terminated and advance payments held to a minimum?

**Completed Date** \_\_\_\_\_

3. Are Living Quarters Allowances (LQA) and educational allowances provided in advance and if so, have employees submitted documentation to support the total amount provided?

**Completed Date** \_\_\_\_\_

4. Is there a system in place to monitor the collection of refunds that USDHs receive from insurance companies on costs incurred and initially paid by USAID for medical evacuations? Have employees been requested to file in a timely fashion?

**Completed Date** \_\_\_\_\_

5. Are salary, leave, severance, and other final payments to local employees covered under current-year budgets?

**Completed Date** \_\_\_\_\_

### **Advances**

1. Have grants/cooperative advance holders been advised to remit interest earned on interest-bearing accounts on a current basis? Has the Mission issued Bills for Collection (B/Cs) to grantees for overdue advances?

**Completed Date** \_\_\_\_\_

2. Have employees been informed in writing to file vouchers or otherwise clear up all advances over 30 days old?

**Completed Date** \_\_\_\_\_

3. Have adequate files been established to document the follow-up on overdue advances to host country recipients and contractors?

**Completed Date** \_\_\_\_\_

4. Are project officers being kept informed of the status of advances under their projects?

**Completed Date** \_\_\_\_\_

5. Are procedures in place to ensure the timely transfer of copies of collection documents from the cashier, whether it is ICASS or USAID, to ensure proper accounting treatment of repayment of advances?

**Completed Date** \_\_\_\_\_

6. Has the Mission reviewed or developed checkout procedures that preclude U.S. (DH and PSC) employees departing Post or FSNs terminating employment without clearing all outstanding advances with the Controller?

**Completed Date** \_\_\_\_\_

7. Is the Mission employing judicious and proper write-off techniques when the cost of collection action for advances exceeds anticipated proceeds? The proper method is to expense-out the advance, issue the bill for collection (B/C), and then follow the B/C write-off guidance.

**Completed Date** \_\_\_\_\_

8. During the last month of operation, has the Mission assembled or reviewed and updated a documentary file of all advances?

**Completed Date** \_\_\_\_\_

### **Accounts Receivable**

1. Is the Mission system of control adequate to provide for prompt billings and timely collections of all amounts due to USAID?

**Completed Date** \_\_\_\_\_

2. Has the Controller's Office issued instructions and procedures that clearly explain B/Cs?

**Completed Date \_\_\_\_\_**

3. Is a monthly report issued and distributed to management listing all of the outstanding B/Cs?

**Completed Date \_\_\_\_\_**

4. Are Quarterly Status of Outstanding Billings Reports reconciled with USAID records and is appropriate action taken on any differences?

**Completed Date \_\_\_\_\_**

5. Are there procedures to determine if billings are prompt and collections timely? Is there a system for vigorous follow-up on outstanding items?

**Completed Date \_\_\_\_\_**

6. Are interest and penalties assessed and collected? Are collections being credited to the proper account?

**Completed Date \_\_\_\_\_**

7. Are U-141 reports to M/FM timely and accurate?

**Completed Date \_\_\_\_\_**

8. Are procedures in place to bill for the unofficial use of vehicles, telephones, etc.?

**Completed Date \_\_\_\_\_**

9. Are uncollectible accounts written-off when appropriate and in accordance with USAID procedures?

**Completed Date \_\_\_\_\_**

10. During the last month of operation, have copies of files on accounts receivable from foreign officials and private obligators (Report U-141a), which could become difficult to collect if USAID resumes activities at a future date, been sent to the Bureau for Management, Office of Financial Management, Central Accounting and Reporting Division (M/FM/CAR)?

**Completed Date \_\_\_\_\_**

### **Cashier Operations**

1. Have miscellaneous cash funds held by individuals other than Cashiers or

Alternate Cashiers been identified for closing?

**Completed Date** \_\_\_\_\_

2. Have arrangements been made for the closing of cashier accounts at outlying Posts as quickly as possible?

**Completed Date** \_\_\_\_\_

3. Are unannounced cash counts being conducted at least monthly and verified that the amount on-hand agrees with the Cashier's accountability with the USDO?

**Completed Date** \_\_\_\_\_

4. Review level of Cashier's advance. Is it adequate? Are reimbursements requested at least weekly? Has the Controller conducted a yearly analysis to determine if the current account is adequate to meet cash requirements? Is the current level excessive?

**Completed Date** \_\_\_\_\_

5. Are there any cash payments that exceed the limit for any one transaction? Are emergency payments limited to the maximum allowed and are the transactions approved by the EXO?

**Completed Date** \_\_\_\_\_

### **Voucher Processing and Prompt Pay**

1. Have local suppliers been advised to submit their invoices on a current basis?

**Completed Date** \_\_\_\_\_

2. Have employees been requested to submit pending travel claims for immediate settlement?

**Completed Date** \_\_\_\_\_

3. Have Mission procurement staff been reminded to require all contractors/grantees to submit their invoices directly to the paying office?

**Completed Date** \_\_\_\_\_

4. Does the Mission have a system that controls prompt payments and alerts the Mission of potential late payments?

**Completed Date** \_\_\_\_\_

5. Review voucher processing procedures. Are the controls adequate? Is there a separation of duties to prevent fraud?

**Completed Date** \_\_\_\_\_

6. Is the system for obtaining administrative approval of vouchers and receiving reports adequate?

**Completed Date** \_\_\_\_\_

7. During the last month, have documentary files of all unpaid invoices, travel claims, contracts, etc., been assembled and prepared for shipment to the new accounting station?

**Completed Date** \_\_\_\_\_

### **Loan Accounting**

1. Are Mission loan memorandum records current and reconciled with the Bureau for Management, Office of Financial Management, Loan Management Division (M/FM/LM) reports?

**Completed Date** \_\_\_\_\_

2. Are there any 620Q problems? If so, does the Mission have procedures in place to monitor the situation?

**Completed Date** \_\_\_\_\_

3. Has the Controller established liaison with appropriate staff in the Embassy to monitor Department of State debt?

**Completed Date** \_\_\_\_\_

4. Review any accruals against loan obligations to determine the appropriateness.

**Completed Date** \_\_\_\_\_

5. If loan repayments are being made locally, are payments being reported to M/FM/LM in a timely manner?

**Completed Date** \_\_\_\_\_

6. Have procedures for making and reporting participant accruals against loans been completed?

**Completed Date** \_\_\_\_\_

7. Have reporting problems identified by M/FM/LM been resolved?

**Completed Date** \_\_\_\_\_

8. Have complete, documentary files of all unpaid notices of payment due on loans been assembled for transfer to the new accounting station or loan servicing liaison officer?

**Completed Date** \_\_\_\_\_

9. Have borrowers been notified of the office assuming loan servicing responsibilities?

**Completed Date** \_\_\_\_\_

**Payroll, FICA, and Federal Income Taxes (FIT)**

1. Review payroll procedures and systems for USPSCs. Are appropriate FICA and FIT withholding records for all U.S. citizen employees (including non-resident aliens holding green cards) accurate? Are completed W-4s on file for each employee? Have final W-2s been issued for all USPSCs as they depart Post?

**Completed Date** \_\_\_\_\_

2. Are quarterly 941 reports in one file and is sufficient information available in these files to answer any subsequent IRS inquiries?

**Completed Date** \_\_\_\_\_

3. Has the final 941 tax return notified the IRS that this is the final return and that subsequent actions are to be assumed by the designated Mission?

**Completed Date** \_\_\_\_\_

4. Have final reports of FSN employees who are covered by Civil Service Retirement been prepared and submitted to FM payroll office?

**Completed Date** \_\_\_\_\_

5. Have any required final returns been filed with local tax authorities, notifying them of FSN employees who will be terminated?

**Completed Date** \_\_\_\_\_

6. Have payments been made to non-Personal Service Contractors and U.S. citizens employed under purchase orders reported by 1099s to the IRS?

**Completed Date** \_\_\_\_\_

7. Have SF-1190s, Foreign Allowance Application, Grant and Report, been issued for allowances and benefits paid directly by the Mission (including property or facilities furnished in-kind or paid to third parties) to U.S. citizen employees of institutional contractors or PASAs (exclude USDH or USPSCs)?

**Completed Date** \_\_\_\_\_

8. Have costs for final FSN salary and benefit payments been determined and scheduled to ensure that checks are available on date of termination?

**Completed Date** \_\_\_\_\_

9. Have Forms 760-23 (projected leave) been obtained from USDH employees prior to their departure from Post?

**Completed Date** \_\_\_\_\_

### **Local Currency Management**

1. Are timely audits being conducted of the special accounts and end uses when required and are plans in place to continue this monitoring/oversight function?

**Completed Date** \_\_\_\_\_

2. Have the responsible host country agencies charged with accounting and reporting on host country-owned local currency been notified of the new location to send the reports?

**Completed Date** \_\_\_\_\_

3. Are special accounts established and the responsible agency reporting to the Mission in accordance with the agreements?

**Completed Date** \_\_\_\_\_

4. Have the appropriate accounting records to verify amounts deposited,

withdrawals, and balance on hand been compiled and prepared for forwarding to the new accounting station?

**Completed Date** \_\_\_\_\_

5. Review reporting to M/FM via the U-205 Report. Is the report being prepared inclusive of all types of local currency activities and submitted in a timely manner?

**Completed Date** \_\_\_\_\_

### **MACS and Accounting Records**

1. If the Mission is served by a regional accounting center, have arrangements been made for timely receipt of MACS reports?

**Completed Date** \_\_\_\_\_

2. If MACS is installed on site, has the potential turnover of critical staff been taken into consideration in continuing running the system?

**Completed Date** \_\_\_\_\_

3. Central security concerns of MACS are data integrity, prevention of unauthorized use of funds, and data availability. Are security issues being reviewed as the phase-down continues?

**Completed Date** \_\_\_\_\_

4. Review continued implementation of MACS. Are source documents well maintained? Review internal controls and separation of duties as phase-down proceeds.

**Completed Date** \_\_\_\_\_

5. Review procedures for issuance and control of user IDs and passwords. Are users being taken off the system as they leave the Mission and are passwords being changed every three months?

**Completed Date** \_\_\_\_\_

6. Review the disaster recovery and continuity of operations plan for the Mission. Is the plan up-to-date, does it cover what must be done, when it must be done, who must do it, how it must be done, and what is needed to do the job, as it relates to the Controller's operations?

**Completed Date** \_\_\_\_\_



7. Has a determination been made regarding where the off-site MACS backup tapes are kept at Post and how often tapes are sent to this site?

**Completed Date** \_\_\_\_\_

**Transfer of Functions of Records and Records Closeout and Transfer to USAID/W**

1. Have plans been made to transfer Mission Controller files and records to the new accounting station?

**Completed Date** \_\_\_\_\_

2. Have periodic backup tapes of MACS database been made, with one stored at Post and the other forwarded to the new accounting station? Has the final tape been sent to M/FM in Washington?

**Completed Date** \_\_\_\_\_

3. Have Mission Controller books, files, and records been reviewed to determine that there is sufficient detail to permit the receiving Mission or office to perform the residual or required financial functions?

**Completed Date** \_\_\_\_\_

4. Has a memorandum to the receiving Mission or office, plus a complete listing of all books, records, and files being transferred, with a copy to USAID/W, certifying the specific actions required and including the following verification statement, been prepared?

"I attest to the correctness and completeness of the books, files, and records being transferred from my responsibility to the USAID/\_\_\_\_\_Controller's responsibility. The financial management close-out procedures have been performed according to ADS 527, with the exception of the disclaimers and qualifications noted above."

**Completed Date** \_\_\_\_\_

5. Has the receiving Mission assisted in the smooth transfer of financial operations to avoid, to the extent possible, a disruption of service and reviewed the complete listing of all books, records, and files against items actually received to ascertain that no items are missing in transit?

**Completed Date** \_\_\_\_\_

6. Has the Mission notified M/AS/IRD, in advance, and received approval to transfer records eligible for shipment to USAID/W?

**Completed Date** \_\_\_\_\_

**Miscellaneous**

1. Have recorded accruals been documented adequately, and are records maintained in accordance with proper records management (see ADS 631.3.1) to ensure successor regional activity management?

**Completed Date** \_\_\_\_\_

2. Has M/FM been requested to advise banks that have issued letters of credit that the Mission is scheduled to close on a given date? Are all letters of credit against USAID letters of commitment reconciled and is the bank advised of the contact point for all communications/correspondence?

**Completed Date** \_\_\_\_\_

3. Do cash transfer or non-project assistance agreements require a dollar-special account? Are systems in place to ensure that the balances of such accounts are being disbursed and used prior to the Mission closing?

**Completed Date** \_\_\_\_\_

4. Has the Mission requested M/FM to discontinue all disbursements under non-project assistance agreements and cease all USAID/W disbursements under direct financing?

**Completed Date** \_\_\_\_\_

5. If the Mission operates a guest house, are operations scheduled to close and funds accounted for as early as possible before closing?

**Completed Date** \_\_\_\_\_

6. Has M/FM been requested to provide the Mission with a listing of all outstanding AOCs and to keep the Mission informed monthly by fax of all payments made on the Mission's behalf?

**Completed Date** \_\_\_\_\_

7. Have addresses, phone numbers, or contacts for Mission employees been compiled and furnished to M/FM?

**Completed Date** \_\_\_\_\_

## C. Procurement and Supply Checklist

The following checklist should not be viewed as a comprehensive, all-inclusive how-to-guide but must be used in conjunction with the Mission-specific plan in ensuring that basic areas are covered. The close-out procedures should be adjusted as necessary to meet special activities and circumstances. (For policy directives and required procedures see ADS Series 300, Acquisition and Assistance.)

### USAID Mission Responsibilities

1. Determine commodity requirements under close-out schedule.

**Completed Date** \_\_\_\_\_

2. Amend or terminate Mission procurement or assistance instruments in order to ensure adequate but not excess commodities and/or services until the close-out date.

**Completed Date** \_\_\_\_\_

3. Review open and blanket purchase orders to determine need for cancellation, revised delivery schedule, or other appropriate actions.

**Completed Date** \_\_\_\_\_

4. Curtail all new procurement other than for minimum needs through the final close-out date.

**Completed Date** \_\_\_\_\_

5. Check and update procurement files for

- a. Open actions,
- b. Claims,
- c. Warranties and titles,
- d. Inventory records,
- e. Receiving and inspection reports, and
- f. Disposition instructions for commodities and spare parts.

**Completed Date** \_\_\_\_\_

6. Determine disposition of procurement and supply files.

**Completed Date** \_\_\_\_\_

7. Coordinate contract/grant audits with the Bureau for Management, Office of Procurement, Procurement Support, Contract Audit Management Division (M/OP/PS/CAM).

**Completed Date** \_\_\_\_\_

8. Complete all contract close-out requirements, including technical office and Controller review prior to close-out certification by responsible Contract Officer.

**Completed Date** \_\_\_\_\_

9. Consider transfer of residual actions and contract/grant administration.

**Completed Date** \_\_\_\_\_

## D. Property Checklist

The following checklist should not be viewed as comprehensive, all-inclusive how-to-guide but must be used in conjunction with the Mission-specific plan in ensuring that basic areas are covered. The close-out procedures should be adjusted as necessary to meet special activities and circumstances. (For policy directives and required procedures see ADS 534, Personal Property Management Overseas.)

### Personal Property

1. Inventory all NXP personal property titled to USAID: issued/stored; program/administrative; appropriated/trust-funded; expendable/nonexpendable; property on loan; and contractor-procured property.

**Completed Date** \_\_\_\_\_

2. List quantity, description, and condition code (see ADS 534.3.6 and 6 FAM 226) of expendable and nonexpendable property separately by object class on Form AID 534-1, Personal Property Disposal Authorization and Report form, using separate forms for OE-, program-, and trust-funded property. Send forms to Bureau for Management, Overseas Management Support Staff (M/OMS). Separate forms are also needed for Information Technology (IT) (see Redistribution Checklist in Checklist E below) and the Office of Security (SEC).

**Completed Date** \_\_\_\_\_

3. List vehicles on a separate Form AID 534-1.

**Completed Date** \_\_\_\_\_

4. Dispose of OE property in accordance with the order of priority described below (see ADS 534.3 and 6 FAM 227).

All OE property is considered replacement property and is not to be designated "excess property." Because of our continuing OE shortages, OE-funded property is to be redistributed or sold. Grant-in-Aid, Project Contributions, or Donations are to be viewed as an exception warranting a strong justification and require prior M/OMS approval.

(a) Redistribution to other Missions. If the condition of personal property is other than new or good condition, such property is to be disposed of through sales and not redistributed to other Missions. Forward the list of items identified as redistributable to M/OMS for circulating to other Missions in the area. Property must be in good enough condition to warrant the cost of packing and shipping.

(b) Transfer to other U.S. Government Agencies. Transfer property to other U.S. Government agencies overseas, with reimbursement set at fair market value (U.S. or local currency).

(c) Commercial Sale. Conduct sale by sealed bid or auction (retail or negotiated sale only when Property Disposal Officer can justify it as being in the best interests of the government), then deposit proceeds to the appropriate OE, Program, Project, or Trust Fund property accounts. For OE account information, see ADS 629.3.7.

(d) Transfer to Cooperating Government. Transferring property to the cooperating government in the form of a Project Contribution (PC) or Grant-in-Aid (GIA) requires M/OMS approval. See 6 FAM 227.3.

(e) Donation. Donate to institutions and organizations eligible to receive donations, as specified in 6 FAM 227.3. Also requires M/OMS approval.

(f) Destruction or Abandonment. Utilize this method when all else fails.

**Completed Date** \_\_\_\_\_

5. Dispose of trust-funded property in accordance with the terms and conditions of the Trust Agreement or other documents of understanding. Generally, all personal property procured with trust funds will either revert to the cooperating government or be sold with proceeds turned over to the cooperating government.

**Completed Date** \_\_\_\_\_

6. Dispose of all property in the custody of contractors which is titled to USAID in accordance with the procedures set forth for OE property above.

**Completed Date** \_\_\_\_\_

7. Dispose of project-titled property in accordance with the terms and conditions of the project agreement.

**Completed Date** \_\_\_\_\_

8. Has the disposal of all security equipment been coordinated with SEC to ensure the proper disposition instructions have been provided?

**Completed Date** \_\_\_\_\_

## **Various NXP Property Reports to be Completed for Submission to M/OMS**

(For policy directives and required procedures see ADS 534.)

### **NXP Property Reports**

Form AID 534-1. Property Disposed of During FY.

**Completed Date \_\_\_\_\_**

### **Motor Vehicle Reports**

Send the following reports to M/OMS:

1. AID 5-197, Motor Vehicle Record. All disposal actions must be entered into the FM Web Tool at [http://www.wcpsolutions.com/usaid\\_fm/login.asp](http://www.wcpsolutions.com/usaid_fm/login.asp).

**Completed Date \_\_\_\_\_**

2. Annual Mission Motor Vehicle Inventory. Forward memorandum to M/OMS with a complete description of method of disposal, whether redistribution to another Mission, transfer to another USG agency, sold, or abandoned. If sold, indicate the amount of proceeds less any commissions or sales expenses. If sold for scrap, specify the amount received. If abandonment is applicable, provide full explanation as to why. Memo must contain a statement that all vehicle transactions have been entered into the FM Web Tool.

If all actions are not completed by the closing date, please provide contact name of individual handling the final vehicles' disposition.

**Completed Date \_\_\_\_\_**

3. The Federal Automotive Statistical Tool (FAST) worksheet must be completed up to the date of disposal of the last vehicle (include with memo described above). A copy of the FAST worksheet can be obtained from the FAST web site <http://fastweb.inel.gov/>

**Completed Date \_\_\_\_\_**

4. The Consolidated Omnibus Budget reconciliation (COBRA) Report. Operating costs for OE vehicles must include all costs up to the disposal date for each vehicle. A copy of the COBRA report format can be obtained from M/OMS, Veronica Busby, Property Management Specialist.

**Completed Date \_\_\_\_\_**



### **Motor Vehicle Record Folder**

The sending Mission must ensure that the complete Motor Vehicle Record File is forwarded to the receiving Mission to which the vehicle was redistributed.

**Completed Date** \_\_\_\_\_

### **USAID Mission Director Residence**

1. Representational Items. As early as possible, provide a detailed list of all representational items (glassware, flatware, hollowware, china) including pattern, condition, quantity, as well as availability date to M/OMS.

**Completed Date** \_\_\_\_\_

2. Inventory. Send a memorandum to M/OMS stating the disposition of all property sold or redistributed, including all property disposal documentation copies. The memo must include certification that the Director's inventory has been zeroed.

**Completed Date** \_\_\_\_\_

## **E. Disposal/Redistribution of Information Technology (IT) Equipment Checklist**

The following checklist should not be viewed as a comprehensive, all-inclusive how-to-guide but must be used in conjunction with the Mission-specific plan in ensuring that basic areas are covered. The close-out procedures should be adjusted as necessary to meet special activities and circumstances. (For policy directives and required procedures see 6 FAM 224.1-4 and 227.3-1.)

Due to the time-sensitive value of IT equipment, the following checklist is being provided to expedite redistribution of IT equipment, software, and supplies to where they are most critically needed.

The Agency goal, and one of the primary reasons for the development of detailed Mission operational and program close-out plans, is to ensure efficient and timely disposal of all property (real and personal, including IT nonexpendable (NXP) and IT expendable (EXP)) by the closing date of each Mission. To meet this goal, priority must be given to preparation of an NXP inventory of items available for redistribution, sale, or transfer. This is especially important for IT NXP as this will affect receiving Missions' ability to handle additional workload and requires advance planning, particularly for the VSAT and RS6000.

Please note that the designation for NXP is not "excess property" (it may not be needed by a particular Mission, but is a continuing need of the Agency), but rather "replacement property." Replacement property means such property is routinely replaced on conclusion of the property life cycle. Proceeds from the sale of replacement property are returned to USAID and are used for property acquisition in the following fiscal year. In accordance with ADS 534, M/OMS is responsible for the redistribution of all Agency property including IT equipment. However, due to the highly technical nature of the CORE/VSAT and related equipment/software, M/OMS works closely with M/IRM to determine where these specific items must be transferred. For this reason, Missions are asked to include M/IRM on e-mails/cables sent to M/OMS regarding the transfer of IT equipment.

The following checklist is to be used for the disposal or redistribution of IT equipment.

### **1. Inventory**

Executive Officers in coordination with System Managers

- a. Prepare an inventory of all IT equipment to be transferred, sold, or divided between redeployable and non-redeployable equipment. The inventory must be prepared with a complete description of both hardware and software and sent to the Bureau for Management, Information Resources Management, Telecommunications and Computer Operations Division (M/IRM/TCO) for the

purpose of recommendation for disposal, i.e., redistribution, sale, project contribution, grant-in-aid, or donation. A complete description of the item must be provided (type of equipment, make, model, version, serial no., year purchased, whether DOS or Windows-based OS, LAN or non-LAN, number of nodes, etc.), quantity, general condition, and when items will be available for redistribution.

**Completed Date** \_\_\_\_\_

b. Transmit completed list to M/OMS and M/IRM/TCO, and also include it in the Close-Out Plan in the case of closing Missions.

**Completed Date** \_\_\_\_\_

c. Once M/OMS and IRM/TCO have determined where items will be transferred and notified EXOs or other designated individuals at both the sending and receiving Missions, the EXO at the closing post is to arrange and confirm all necessary shipping arrangements, and promptly complete all required documentation/deletion from property records.

**Completed Date** \_\_\_\_\_

d. The receiving Mission is to provide funding for packing and shipping charges and for completing required receipt documentation and adding equipment to Mission inventory.

**Completed Date** \_\_\_\_\_

## **2. Redeployable IT Equipment**

Redeployable IT equipment includes core equipment and current Agency standard equipment. Core equipment is hardware and software associated with core operations of the LAN, UNIX/RISC boxes, and VSAT, including spare parts and supplies that were procured in direct support of LAN/UNIX/RISC/VSAT equipment. LAN core equipment can in some cases apply to PCs already set up to work on the LAN. When redeploying/selling servers or PCs, hard drives must be reformatted to remove all OS and application software. The receiving Mission will rebuild to its specific needs.

If software is transferred to another Mission or USG agency, the receiving agency is bound by the licensing agreement and is responsible for notifying the software company of the change in agency and address. No fees are applicable for such redistribution to another Mission or transfers between USG agencies.

EXOs in coordination with System Managers or other individuals as appropriate

a. Redistribute CORE equipment as a complete package. It is necessary that

M/IRM/TCO have at least eight weeks lead time to redeploy VSAT and RS600. An M/IRM direct-hire and/or contractor will handle the redeployment of all VSAT and RS6000 equipment.

**Completed Date** \_\_\_\_\_

b. Transmit to M/OMS with a copy to M/IRM/TCO all disposal documentation (AID 534-1).

**Completed Date** \_\_\_\_\_

### **3. Non-Redeployable IT Equipment**

Non-redeployable IT equipment is equipment that is no longer required by the Agency and includes Pentium I and II PCs, HP/II Laser Jet Printers and older model printers, LAN Servers with the small drive capacity (33), or equipment that is incapable of supporting Windows or Unix.

EXOs in coordination with System Managers or other individuals as appropriate

a. Sell items that are not current Agency standard to other USG agencies at post at fair market value. Trade-ins can also be effected locally as long as all local laws, taxes, duties, or bilateral agreements are respected.

**Completed Date** \_\_\_\_\_

b. Return all options and OS keys to IRM/TCO via pouch when a LAN Server is to be auctioned or transferred to another USG agency.

**Completed Date** \_\_\_\_\_

c. Sell 386 PCs locally as a system (CPU, monitor, keyboard, and printer) or separately, whichever brings in the most money. Before selling,

(1) Reformat or erase all operating systems' hard disk drives and application software and data files. See paragraph 545.3.6.9, Disposal of Sensitive Media, Output, and Equipment in ADS 545, Information Systems Security.

**Completed Date** \_\_\_\_\_

(2) Destroy old and obsolete versions of software.

**Completed Date** \_\_\_\_\_

(3) Remove 3COM EtherLink III Network Interface Cards (model

3C509-TP for 10BASE-T) and dispose.

**Completed Date** \_\_\_\_\_

d. For non-Windows or Unix servers

(1) Establish whether a local market exists for the sale of equipment/spare parts and/or whether other USG agencies at Post have an interest in acquiring the equipment/spares at fair market value. If other USG agencies will not purchase at fair market value, sell on the local market.

**Completed Date** \_\_\_\_\_

(2) If it is determined that there is no local market value for the equipment/spares, and State or another agency has expressed interest, property can be transferred following 6 FAM 227.3.

**Completed Date** \_\_\_\_\_

(3) Concurrently advise M/OMS of the intent to conduct an interagency transfer of non-Windows or Unix servers equipment, and include a complete, itemized list of all equipment/spares, detailed quantities, part numbers, and unit/extended/total acquisition costs (not present market value).

**Completed Date** \_\_\_\_\_

#### **4. Disposal by Grant-in-Aid or Project Contribution**

Obtain M/OMS' written concurrence and provide strong justification from the Mission. It is inconsistent with appropriation regulations to augment one type of appropriation by another. If redistributed to a project, the proceeds from the final sale of the NXP are not returned to USAID but to the host country.

## F. Real Property Close-Out Checklist

The following checklist should not be viewed as a comprehensive, all-inclusive how-to-guide but must be used in conjunction with the Mission-specific plan in ensuring that basic areas are covered. The close-out procedures should be adjusted as necessary to meet special activities and circumstances. (For policy directives and required procedures see ADS 535.)

### Leased Property

Most overseas leases differ from those we are used to in the U.S. They are what we call a “net lease,” meaning we lease the premises in a given condition and are responsible for returning them in the same condition. In most cases this is what is called a “rentable condition,” i.e., painted, cleaned, and ready for the next tenant to move into. In addition, most leases give us authority to make alterations provided that we restore the premises to their original condition. Negotiating restoration can be very tricky business. Before entering such negotiations, it is recommended that you prepare by doing the following:

- Read the lease and be aware of its terms.
- Be sure you understand what is customary on the local rental market.
- Search your files and question FSN staff to get a clear picture of the state of the premises when the USG took possession.
- While the lease may require that the premises be restored to their original condition, not all changes made by the U.S. Government are completely unique to our purposes. There are times when changes greatly enhance the value of a property and should be considered an improvement rather than an alteration requiring restoration. For example, burglar bars installed on a house in a crime-prone area. When this is the case, use the improvement as a bargaining tool and try to leave the bars in place instead of performing other restoration.
- The USG is not responsible for restoring damage to leased property not caused by the USG or its agents, such as natural disaster, earthquake, war, civil disturbance, fire (not the fault of the U.S. or one of its employees) or other casualty.
- In most instances it is easier and cheaper for the Mission to negotiate a cash settlement rather than effecting restoration. However, this too can be a valuable negotiating tool. Most landlords want cash settlements and will agree to smaller settlements if we threaten to

contract-out the work rather than pay cash.

1. With the objective of closing the lease portfolio with a minimum of disruption to Mission operations, develop a list of all leased property and designate each lease for termination through one of the following methods: normal expiration, expiration under the terms of the Diplomatic Escape Clause, or assignment to another government agency or other qualified lessee.

**Completed Date \_\_\_\_\_**

2. Consider the terms of your various leases and the departure schedules of the Mission's employees when developing this list. To avoid unnecessary moves of employees, try to negotiate short-term extensions of any leases on which the expiration dates do not correspond to the scheduled departure of the occupant. Before trying to execute any terminations under the Diplomatic Escape Clause, ensure that the lease contains such a clause and that its provisions are applicable to your situation. All leases are supposed to have a Diplomatic Escape Clause, but not all do.

**Completed Date \_\_\_\_\_**

3. Ensure that all advance rent payments are taken into account when closing out the leases. Payments not actually refunded can be applied against the restoration settlement or other payments that might be due the landlord as a result of the lease termination.

**Completed Date \_\_\_\_\_**

4. Ensure that all agreements to terminate leases are documented with a termination and acquittance document executed by both parties to the lease. A sample form can be found in 6 FAM 734.5.

**Completed Date \_\_\_\_\_**

M/OMS has experienced EXOs on staff ready to assist Missions with all matters associated with the disposition of leases.

5. All lease files active at the time the decision to close the Mission was rendered must be shipped back to M/OMS via registered pouch. Please include copies of all termination letters, as well as termination and acquittance documents.

**Completed Date \_\_\_\_\_**

### **Owned Property**

1. Submit to M/OMS a list of all U.S. Government-owned properties with their

estimated current market value, and give an assessment of the local real estate market along with your recommendations for disposal.

**Completed Date \_\_\_\_\_**

2. After reviewing 6 FAM 780, "Disposition of Government-Owned and Long-Term Leased Property," organize the sale of those properties designated for disposal in consultation with M/OMS and your Regional Legal Advisor (RLA). Conduct the sales and document them with copies of all contracts and other pertinent documents, including copies of the OF-158, General Receipt Form, issued for the proceeds of sale. All sales proceeds from properties originally purchased with 636(c) (OE) funds must be deposited to Treasury Account 72 X 4175. When completed, the sales files must be forwarded to M/OMS.

**Completed Date \_\_\_\_\_**

**Various Real Property Reports to be Completed for Submission to M/OMS**

(For policy directives and required procedures see ADS 535.)

**USAID-Leased Property (short- & long-term, functional and residential space)**

1. Send memo to M/OMS listing all terminated leases (including short- and long-term and functional and residential), specifying lease numbers and dates (in lieu of using form U-450.)

**Completed Date \_\_\_\_\_**

2. Obtain M/OMS approval to sign termination agreements on functional space leases; ensure executed Termination and Acquittance Agreements are included in all lease files. Please ensure that all Termination and Acquittance Agreements include the additional provision that all financial obligations under the lease have been fully met by USAID. For further guidance contact M/OMS Real Property section.

**Completed Date \_\_\_\_\_**

3. Forward all lease files for both functional space and residential property to M/OMS, including copies of the Office of Financial Management payment vouchers, especially for final payment, and mail via registered official pouch to the attention of M/OMS.

**Completed Date \_\_\_\_\_**



**Real Property (USG-owned)**

Sale or transfer of USG-owned real property must be coordinated as early as possible with M/OMS. All real property original documents and complete files must be forwarded to M/OMS.

**Completed Date** \_\_\_\_\_

## **G. Records Management Checklist**

The following checklist should not be viewed as a comprehensive, all-inclusive how-to-guide but must be used in conjunction with the Mission-specific plan in ensuring that basic areas are covered. The close-out procedures should be adjusted as necessary to meet special activities and circumstances. (For policy directives and required procedures see ADS 502, USAID Records Management Program.)

1. Maintain all classified and administratively controlled records separately from unclassified files.

**Completed Date** \_\_\_\_\_

2. Maintain updated vital records plan for the disposition of records and send copy to the Agency's Record Management Officer in M/AS/IRD.

**Completed Date** \_\_\_\_\_

### **For current files**

- a. Mark Official Files with yellow-banded labels showing retention period.

**Completed Date** \_\_\_\_\_

- b. Mark Working Files with green-banded labels and locate them in separate file drawers, if possible.

**Completed Date** \_\_\_\_\_

3. To prepare for disposal of inactive official files

- a. Pack in record shipping boxes (size: 15"x12"x10").

**Completed Date** \_\_\_\_\_

- b. Separate Subject files from Case files.

**Completed Date** \_\_\_\_\_

- c. Pack Permanent folders separately from those authorized for eventual destruction.

**Completed Date** \_\_\_\_\_

- d. Pack Classified files separately from Unclassified files.

**Completed Date** \_\_\_\_\_

- e. Pack items with similar retention periods together.

**Completed Date** \_\_\_\_\_

- f. Pack records in their original folders in the same order as they were in file drawers, with all folders facing the same direction.

**Completed Date** \_\_\_\_\_

- g. Combine boxes into groups with the same disposition date.

**Completed Date** \_\_\_\_\_

- h. List each box by folder title on an SF-135A, Records Transmittal and Receipt, available from M/AS/IRD.

**Completed Date** \_\_\_\_\_

- i. Mark boxes to show the disposal authority and actual destruction date of their contents, e.g., "27080, Excess Property Files, Destroy 9/30/03."

**Completed Date** \_\_\_\_\_

- 4. Establish a (short-term) local records storage area, within easy access, to house inactive files forwarded by files custodians, and maintain the contents of this storage area as follows:

- a. Organize boxes according to office of origin, e.g., Education Division, Program Office, etc.

**Completed Date** \_\_\_\_\_

- b. Edit shelf lists and check if retention periods are correct and clearly identified.

**Completed Date** \_\_\_\_\_

- c. Identify records that must be given priority in removal from Post.

**Completed Date** \_\_\_\_\_

d. Maintain a supply of records shipping boxes and SF 135As for additional packing and listing of records during an emergency.

**Completed Date** \_\_\_\_\_

5. Consult with appropriate personnel to determine if selected records held by the Mission will be needed by other Missions, the U.S. Embassy, or other organizations assuming USAID residual functions.

**Completed Date** \_\_\_\_\_

6. Advise the Agency Records Management Officer (M/AS/IRD) of records to be transferred to other U.S. Government agencies and obtain clearances for the transfer of these records. (No official files may be transferred other than to a U.S. Government institution without the approval of the Agency Records Officer.)

**Completed Date** \_\_\_\_\_

7. Consult the U.S. Embassy Pouch Supervisor to determine the most effective and economical way to ship records, considering their security classification, volume, and prevailing conditions at Post.

**Completed Date** \_\_\_\_\_

8. Notify the U.S. Embassy Pouch Supervisor of probable dates and volume of records to be transported to USAID/W or other Posts through the courier service.

**Completed Date** \_\_\_\_\_

9. Arrange for the use of Post destruction equipment to destroy records eligible for destruction.

**Completed Date** \_\_\_\_\_

10. Prepare a final accounting report of volume of records to include the following information:

a. Volume of records (measured in cubic feet) in current file rooms and offices.

**Completed Date** \_\_\_\_\_

b. Volume of records (measured in cubic feet) in staging, holding, and other storage areas.

**Completed Date** \_\_\_\_\_

11. Segregate and deliver to the custody of a designated USAID officer those records determined necessary for performing residual functions.

**Completed Date** \_\_\_\_\_

12. Transfer records approved for transfer to the U.S. Embassy or another U.S. Government agency.

**Completed Date** \_\_\_\_\_

13. Identify official and working files eligible for destruction according to the Agency's Records Disposal Schedule in ADS 502.

**Completed Date** \_\_\_\_\_

14. Ship records to be retired to USAID/W following instructions contained in ADS 502.

**Completed Date** \_\_\_\_\_

15. Check the total volume transferred, destroyed, and shipped against the volume indicated on the latest Files Maintenance and Disposition Plan, form AID 520-2 (box 4), to determine if any records have been overlooked, while making every effort to locate the missing records and dispose of them properly.

**Completed Date** \_\_\_\_\_

16. Submit to the Agency Records Management Officer (M/AS/IRD) a final memorandum report of all actions taken, attaching the following:

- a. Description and volume of records selected for residual operations and of records transferred to other agencies;
- b. A copy of shelf lists (SF-135A) listing all records transferred to USAID/W; and
- c. Final accounting of volume of records prepared.

**Completed Date** \_\_\_\_\_

## **H. Participant Training Checklist**

The following checklist should not be viewed as a comprehensive, all-inclusive how-to-guide but must be used in conjunction with the Mission-specific plan in ensuring that basic areas are covered. The close-out procedures should be adjusted as necessary to meet special activities and circumstances. (For policy directives and required procedures see ADS 253, Training for Development.)

A review will be made of the following activities prior to the close-out, and the phased close-out or extension of training activities must be planned and arranged to include both USAID's bilateral training program for the country (sending participants to the United States and third countries), and USAID's third country training program for participants from neighboring countries.

### **Bilateral Program for the Closing-Out USAID Mission Financing**

1. Dollar Funds. Where necessary, dollar funds must be included to cover the costs of concluding essential third country and U.S. training which might not otherwise be met, including "pipeline" cases. These provisions must be covered in the Mission's training or close-out agreement with the recipient country.

**Completed Date** \_\_\_\_\_

2. Local Currencies. In the pre-close-out period, consideration should be given to provision of local currencies for use over a transitional period following the close-out in that country for training the country's own nationals, as well as incoming participants from other countries in a region.

**Completed Date** \_\_\_\_\_

3. Partially Financed Training. Training resources and program development and arrangements through USAID/W or a contractor in the U.S. and in third countries can be made available for partially financed training after the close-out. These provisions should be included in a specific training agreement or in the closing agreement.

**Completed Date** \_\_\_\_\_

### **Selection Procedures and Regional/Centrally Funded Training Grants**

The host country should be encouraged to establish procedures to ensure continued quality selection of participants for regionally or centrally funded training when the training is USAID-financed.

## **Follow-up of Returned Participants**

1. Interest in the participant's development does not end when he/she returns home. Follow-up support, whenever feasible, should be explored with the Embassy prior to the close-out date. The following activities should be reviewed:

a. Technical Materials. Establish a means for the receipt of professional publications and technical journals and magazines or newsletters written by and for returned participants.

**Completed Date** \_\_\_\_\_

b. U.S. Cultural Presentations. Provide for the inclusion of returned participants in cultural and other activities sponsored by the U.S. and of benefit to the host country.

**Completed Date** \_\_\_\_\_

## **Regional Use of Resources in the Country**

1. The Office of Education in the Bureau for Economic Growth, Agriculture, and Trade (EGAT/ED) recommends actions to be taken to provide for the continuance of this program to countries that usually send participants to the closing-out country. Sending countries may utilize host country services or contract with a local organization in the training country to backstop its participants. The Mission must also send to EGAT/ED and the regional Bureau the following data report:

a. The Bilateral Training Program. A list of those in training in the U.S. or third countries and those selected for future fully-funded training programs, who are in the pipeline.

**Completed Date** \_\_\_\_\_

b. The Third Country Training Program. A list of those now in the country in training, or those who are in process but who have not yet arrived.

**Completed Date** \_\_\_\_\_

## **Post Close-Out Assistance**

1. EGAT/ED also informs the Embassy of the close-out of USAID's training program.

**Completed Date** \_\_\_\_\_

## I. Missions Without an Executive Officer

The following checklist should not be viewed as a comprehensive, all-inclusive how-to-guide but must be used in conjunction with the Mission-specific plan in ensuring that basic areas are covered. The close-out procedures should be adjusted as necessary to meet special activities and circumstances.

For a Mission without an incumbent EXO, a USAID/W EXO may be sent on TDY for five to 10 workdays or more, depending on the ability of the Embassy or other administrative support unit to fulfill close-out duties. When circumstances warrant, TDY assistance may also be provided to a Mission that has an EXO at Post.

1. The specific objective of this TDY is to prepare a personal and real property close-out plan in line with the checklists addressing property; disposal/redistribution of IT equipment; real property close-out; and records management (Checklists D, E, F and G) including, at a minimum

a. An assessment of the condition of personal property.

**Completed Date** \_\_\_\_\_

b. Recommendations on which other Posts to notify about property availability.

**Completed Date** \_\_\_\_\_

c. Recommendations as to priority of items for disposal and priority of recipients.

**Completed Date** \_\_\_\_\_

d. An assessment of potential personal property disposal problems that may arise and proposed solutions to those problems.

**Completed Date** \_\_\_\_\_

e. An inventory of Mission-owned and -leased buildings and residences, including trust-funded real property.

**Completed Date** \_\_\_\_\_

f. A realistic schedule to terminate leases.

**Completed Date** \_\_\_\_\_



- g. List of possible problems in terminating any leases.

**Completed Date** \_\_\_\_\_

- h. Recommendations for disposal of Agency-owned real property.

**Completed Date** \_\_\_\_\_

- 2. The TDY EXO can also assist the Embassy Personnel Officer by identifying potential jobs for FSN employees as their positions are terminated.

**Completed Date** \_\_\_\_\_

- 3. A second TDY assignment by a USAID/W EXO, consisting of four to eight weeks, is normally necessary during final close-out to help the Embassy or Post EXO implement the administrative portion of the close-out plan. The TDY must be scheduled to commence after most USAID staff have departed Post (allowing remaining personal and real property to be disposed of) and to conclude when the Embassy or administrative support unit is able to complete the USAID property disposal plan without further assistance.

**Completed Date** \_\_\_\_\_

- 4. The Mission Director must designate the TDY EXO as Disposal Officer for USAID property so that all USAID property disposal decisions are formalized by a USAID employee. The appointment must be effective only during the TDY visit.

**Completed Date** \_\_\_\_\_

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