Programme Management
Systems and Functions

A USER'S MANUAL

Nairobi September 1995
FUNCTIONS OF PROCESS
Programme Management Internal System
(see Flowchart Process 1)

1.1 Field Assessment of Technical Needs

Analyse the needs in your region/EDC and list the component parts of your programme. In the first instance, a short narrative and a plan of all the activities you and your staff are to undertake will be necessary. This is reflected in Doc. 1 Annex 1.

1.2 & 1.3 Writing Quarterly Workplan

The field Education Officer (EO) writes all the planned activities for each project (e.g. German National Commission, ADB, GTZ) that will occur in the next three months. Make sure that every activity is listed with the name, the objectives, the funding required and budget line you think the activity should be charged against. Nominate the monitoring procedure and the officers or partners responsible for the monitoring.

See Doc. 1 Annex 1.

A small space is provided for a tentative Quarterly Travel Plan. Please indicate times of proposed travel, destination, reason for travel, duration of trip. Indicate if leave is being considered.

If you have planned activities that do not appear under a project, write them in a separate Workplan (to be charged to UNESCO Regular Programme).

If you need to spend money against a Budget Line where there do not appear to be sufficient funds, please make a special note of this as money may be reobligated by AO. Use the narrative part to explain or justify this e.g. problems encountered.

Enter new project proposals separately with a copy of the proposal attached.

A list of estimated requirements from the field has to be attached to the Quarterly Workplan.

2.1 PC for Action and Co-ordination

The PC will reconcile the Workplans that come from different EDC/regions but which refer to a common prefect. S/he will ensure that the activities complement each other and that there is an optimum use of resources. The PC will confini with the AO, the Logistics Officer and the Head of Programme the activities agreed for each area, the financial implications and reconcile these with activities that are initiated from Nairobi.

The PC will reconcile with the AO and Finance Section the availability of funds to implement the planned activities. This will be done in conjunction with Doc. 2, the updated Monthly Financial Statement.

2.2 Financial Facilitation
The AO ensures that the accounts are paid within the month (if the goods have already been received), the PC ensures that funds are available for the planned activities and the PC will follow up with the Logistics Officer that the supplies or materials and products are available to the Officers in the field according to the time frame.
For the ordering procedure, see Annex 5.

2.3. **AO/Finance Section Preparation**

The Monthly Accounts (Financial Report) will be sent by the EO in the field to the AO at the end of each month (before the end of the first week of the following month) according to the guidelines in Doc. 4 Annex 2 (ledger).

The AO and Finance Section will pay the accounts and provide an update on the Financial Statement for each project. A copy of this will be forwarded quarterly to each Field Officer. The Statement will show how much funding is available in each Budget line for each project.

If the general "rule of thumb" is never commit more than 60% of apparently available funds, then there should not be a problem with funding planned activities.

2.4. **Updated Monthly Financial Statement**

A Statement will be provided by the AO that will show the amount of money available in each Budget Line for the different projects. This will be available by the end of the month prior to the new quarter.

2.5. **Clearance by Head of Programme**

The Head of Programme (or Officer in Charge in Nairobi) will check the Facilitation process and ensure that the planned activities are consistent with the overall policy of UNESCO PEER.

2.6 **Evaluation**

The I-lead of Programme together with the PC and the AO will evaluate the full set of Workplans and evaluate their viability and consistency. If the Workplans are not viable or there is no funding, then they will be adjusted in consultation with the field through telephone, radio or fax.

1.4. & 1.5. **Implementation**

The Workplans be returned to the field stations indicating the obligated amounts and their obligation number. According the obligated amounts the EO can implement the Workplans. Modifications to the activity, time delays, revised budgets, staff changes, and changes in the priorities of the implementing partners all need to be reported as part of the monthly reporting system.

The EO Is then responsible for the full implementation of his/her programme in a totally decentralized manner. Specific reinforcement of personnel or financial support given to emergency situations that may (and usually do) occur will be backstopped by UNESCO - PEER Nairobi team.
FUNCTIONS OF PROCESS
Programme Management Internal System
(see Flowchart Process 2)

1.1 Field Activities

The EO should initiate the field activities according to the Quarterly Workplan. Activities that did not appear in the Workplan but have been initiated because of a perceived need should be reported separately.

The EO will report on the activities through a Monthly Technical Report (Doc. 3 Annex 3). This Report should reach Nairobi with the Monthly Accounts (Financial Report) by the end of the first week of the new month.

1.2 Field Agreements

Any Agreement that is signed in the field by the Education Officer will be reported by the field. The original proposal and signed agreement must be sent immediately to Nairobi for forwarding to Paris. Please remember that if you do not send these documents to Nairobi and they are not forwarded to Paris, the money offered cannot be accessed. There are exceptions to this but for professional implementation of the overall programme, please make sure that all documents are forwarded to Nairobi.

1.3 Field Partners' or Donors' Reports (Doc. 4)

The PC will publish a reporting calendar (Annex 4) but the Field Officer is responsible for providing the reports to the donors/partners according to the response agreements signed in the field. The reports will follow the format requested by the donor. If the donor/partner has not specified a format, please use the Monthly Technical Report format as this makes it easier for the PC to cross reference information.

The Field Officer will forward the report directly to the donor with a copy to the PC in Nairobi for cross-referencing and forwarding to Paris where necessary. If the Communication system is such that the donor copy of the report must be sent to Nairobi for forwarding to the donor/partner, please make sure that the PC knows that this must be done.


2.1 PC for Action and Co-ordination

All projects/donors/partners that are "multi-centre" (e.g. ADB, HCR textbooks, UNICEF-MAC) will be reported by the PC. The PC will utilise the Monthly Technical Reports provided by the field as references to write these Donor or Partner Reports. (I fence the reasons for a common format). These Reports will be written with reference also to the AO and Finance Section to ensure that the PMR or equivalent is accurate. These Donor/Partner Reports 'II be cleared by the lead of Programme or Officer in Charge in Nairobi before being for-warded to the Donor/Partner, Paris HQ and to the Field Officers concerned.
As you can see, this 'process can only work if all the team members cooperate. One Officer being late with a Monthly Technical Report can stop the rest of the flow. Similarly, if the Accounts (Financial Report) are not in time or the updated Financial Statements do not get back to the field on time, then equally there will be a holdup.

2.2 **Donor Reporting Calendar (see Doc. 5 Annex 4)**

2.3 **Project Report**

Nairobi Office will report to Donors which have signed Agreements at its level. All reporting, whether field-based or Nairobi-based, will be send to Paris HQ for info.
<table>
<thead>
<tr>
<th>Field station:</th>
<th>Period:</th>
<th>E.O.:</th>
</tr>
</thead>
</table>

**WORKPLAN**

**Project number/code:**

**Project title:**

1. **BACKGROUND/ NEED ASSESSMENT:**

2. **JUSTIFICATION:**

3. **PROBLEMS FORESEEN:**
Monthly Accounts

The monthly accounts will come to Nairobi in two parts:

1. The ledger
2. The disbursement vouchers and attached invoices, lists and receipts

1. The Ledger

This is simply a chronological list of payments made (See sample attached). This format should be on computer and will be uniform for all centers. The ledger and the disbursement vouchers and attached invoices and receipts will correspond to each other.

2. The Disbursement Vouchers

The disbursement voucher is filled in with the name of the EDC or region, the month and year, the project concerned, a number that corresponds to the position in the ledger and a narrative section (explaining what the payment is for).

When the narrative section of the voucher is being completed, please tell the full story, e.g. if the payment is for a trainer then the details of the training must be included - dates, duration, location, DSA, type of training (so that in Nairobi the BL can be double-checked).

The budget code is what we know as the project number, added to the end of it is the budget line, e.g. ADB has the project number 431 SOM 10.

If you buy a photocopier in the local market, the budget line to be charged to is 42. So when you fill in the budget code column it would read 43 I/SOM/10/42.

The description is exactly what you spent the money on - DSA or photocopier but not where or how.

The currency code list is attached.

Where funds are disbursed to staff (e.g. trainers) then a separate receipt is not necessary the staff member can directly sign the disbursement voucher in the payment received section and, providing the narrative section is comprehensively completed, the voucher will serve as a receipt.

All staff who are paid regularly but do not have separate contracts (e.g. guards and cleaners) can all be put on a list that states name, function, salary payment and the individual signs on
receipt of the salary payment. This list is attached to one disbursement voucher which is signed by the admin. assistant. This the voucher will reflect the total amount of the combined salaries of the individuals on the list.

A similar list for those staff on SSA contracts can be drawn up and filled in and signed similarly. Thus, if you have ten guards and cleaners, three admin. staff (SSA) and ten trainers (SSA), then you send to Nairobi two disbursement vouchers with a list attached to each that will cover all twenty - three people.

LIST OF BUDGET LINES

<table>
<thead>
<tr>
<th></th>
<th>Personnel</th>
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<tbody>
<tr>
<td>10</td>
<td>Consultants</td>
</tr>
<tr>
<td>11.51</td>
<td>Administrative assistant</td>
</tr>
<tr>
<td>1</td>
<td>5 Local travel (in country)</td>
</tr>
<tr>
<td>16</td>
<td>Missions</td>
</tr>
<tr>
<td>17</td>
<td>Local staff (SSA)</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th></th>
<th>Sub - Contracts</th>
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</thead>
<tbody>
<tr>
<td>20</td>
<td>1 Contracts/Fee contracts</td>
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</tbody>
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<table>
<thead>
<tr>
<th></th>
<th>Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>30</td>
<td>Workshops/Seminars</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th></th>
<th>Equipment</th>
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<tbody>
<tr>
<td>4</td>
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</tr>
<tr>
<td>42</td>
<td>Non - expendable</td>
</tr>
<tr>
<td>43</td>
<td>Construction/Rent</td>
</tr>
<tr>
<td>45</td>
<td>Transport/Freight</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Miscellaneous</th>
</tr>
</thead>
<tbody>
<tr>
<td>51</td>
<td>Repair &amp; Maintenance</td>
</tr>
<tr>
<td>52</td>
<td>Reports and printing</td>
</tr>
<tr>
<td>53</td>
<td>Sundry (Running costs &amp; Security)</td>
</tr>
</tbody>
</table>
MONTHLY TECHNICAL REPORT

Format

A. Achievements

1. Workshops /Seminars /Conferences
   1.1. Subject / Objectives
   1.2. Number and type of workshops etc.: Number of participants:
   1.4. Names of schools / agencies / Ministries covered:
   1.5. Duration of workshop (including dates):
   1.6. Results:
   1.7. Evaluation:

2. Training Workshops Sessions
   2.1. Subject / Objectives:
   2.2. Number and type of workshops etc.: Number of participants:
   2.4. Names of schools / agencies / Ministries covered:
   2.5. Duration of workshop (including dates):
   2.6. Results:
   2.7. Evaluation:

3. Publicity
   3.1. Special events / activities:
   3.2. Inter-views (newspaper / radio / TV):
   3.3. Articles / papers written:

4. Development of Educational Materials
   4.1. Subject:
4.2. Target audience:

4.3. Level:

4.4. Stage of development:

4.5. Staff involved:

5. Printing of Materials

5.1. Titles: (nominate whether it is a text book, TG, campaign material etc.)

5.2. Numbers:

6. Distribution of Education Materials

6.1. Subject:

6.2. Number of items per destination / location:

6.3. Implementing Partner(s):

6.4. Target group:

7. Non-Formal Campaigns

7.1. Type of campaign (Name):

7.2. Coverage (beneficiaries):

7.3. Evaluation / Reports:

B. Monitoring

Person(s) monitored:

Method of monitoring:

Location:

Activities monitored:

C. Project Evaluation

Which project:

Method of evaluations

Staff involved:
Timeframe:  
Results:  

D. Reporting  
List of reports completed:  

E. Meetings  
Regular:  
Occasional:  

F. Problems  

G. Security  

H. Project Proposals/ Discussions  

I. Management Issues  
Staffing:  
Office accommodation:  
Office equipment.  
Accommodation:  
Communication:  
Transport  

J. Enclosures  
Reports  
Contracts  
Proposals  
Publicity items  
Samples of locally printed materials  
etc.
## REPORTING CALENDAR

### Regular Programme

<table>
<thead>
<tr>
<th>Code</th>
<th>Agency</th>
<th>Project Type</th>
<th>Report Type</th>
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<tbody>
<tr>
<td>3101259 RWA</td>
<td>Emergency Ass. Rwanda</td>
<td>No report</td>
<td></td>
</tr>
<tr>
<td>6101251 RWA</td>
<td>Emergency Ops. Rwanda</td>
<td>No report</td>
<td></td>
</tr>
<tr>
<td>9101250 RWA</td>
<td>Emergency Ops. Rwanda</td>
<td>No report</td>
<td></td>
</tr>
<tr>
<td>3907000 MOG</td>
<td>Running cost Mogadishu</td>
<td>No report</td>
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### Participation Programme

<table>
<thead>
<tr>
<th>Code</th>
<th>Agency</th>
<th>Project Type</th>
<th>Report Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>201RWA10</td>
<td>UNICEF</td>
<td>TEP</td>
<td>80% liquidation report</td>
</tr>
<tr>
<td>201RWA11</td>
<td>UNICEF</td>
<td>TEP</td>
<td>Monthly, quarterly terminal report</td>
</tr>
<tr>
<td>201RWA12</td>
<td>UNICEF</td>
<td>MAC</td>
<td>60% liquidation report, terminal report</td>
</tr>
<tr>
<td>201RWA13</td>
<td>UNICEF</td>
<td>CAC</td>
<td></td>
</tr>
<tr>
<td>431RWA10</td>
<td>GTZ</td>
<td>Emer. Ed. Ngara</td>
<td>80% liquidation report</td>
</tr>
<tr>
<td>239SOM10</td>
<td>EEC</td>
<td>TEP</td>
<td>Monthly, quarterly terminal report</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CAC</td>
<td>60% liquidation report, terminal report</td>
</tr>
<tr>
<td>431SOM10</td>
<td>ADB</td>
<td>Emer. Ass. Som.</td>
<td>Quarterly report</td>
</tr>
<tr>
<td>431SOM01</td>
<td>GNC</td>
<td>Emer. Ass. Som.</td>
<td></td>
</tr>
<tr>
<td>504SOM10</td>
<td>NORAD</td>
<td>Island of Ed.</td>
<td>Phase report</td>
</tr>
<tr>
<td>201SOM10</td>
<td>UNHCR</td>
<td>Ass. Som. Refugees</td>
<td>60% liquidation report, terminal report</td>
</tr>
<tr>
<td>203SOM11</td>
<td>UNHCR</td>
<td>TEP N.W. Som.</td>
<td>60% liquidation report, terminal report</td>
</tr>
<tr>
<td>203SOM12</td>
<td>UNHCR</td>
<td>TEP</td>
<td>60% liquidation report, terminal report</td>
</tr>
<tr>
<td>539SOM10</td>
<td>E.C.</td>
<td>Textbooks</td>
<td>60% liquidation report, terminal report</td>
</tr>
<tr>
<td>WHO</td>
<td></td>
<td></td>
<td>no report</td>
</tr>
<tr>
<td>JRS</td>
<td></td>
<td>CAC</td>
<td>no report</td>
</tr>
<tr>
<td>Hindu Comm.</td>
<td></td>
<td>Adm cost</td>
<td>no report</td>
</tr>
</tbody>
</table>
Ordering procedure

To order materials from Nairobi you have to:
1. Fill in a purchase order
2. Send a delivery confirmation form when the ordered materials have arrived

1. The purchase order
This is a simple order form (See sample attached). It should be filled in as per example attached; at requested by: your name and field stations the budget code (project number and budget line) to which the order will be charge the order and the date. Further on, you indicate 'how much of what item' you want to order. The LPO no. is made by the date(ddmmyy)/field atation(3 letters) /chronological number of purchase form of that day. Details regarding the vendor will be complete in Nairobi.

If you want to order different items which will be charged to different budget codes, you have to fill a purchase order (with the items) per budget code.

2. The delivery confirmation form
As soon as your order has arrived at your field station, you must fill in the completed delivery confirmation form (as attached) indicating exactly what and how many packages have arrived, then send it to Nairobi.

3. Nairobi's procedure
When the purchase order comes to Nairobi, the logistics Officer will complete the form and ask for quotations. The purchase order with quotations has to be signed by the AO or Head of Programme (or O.I.C.) before ordering the materials in order to check the availability of funds. If sufficient funds are not available, the PC will contact you. If funds are available, the purchase will be effected and you will receive a copy of the completed and signed purchase order for the record.

If the materials are delivered in Nairobi, the Logistics Officer will obtain a vendor's delivery note. S/he will send the material soon as possible to the Field station, informing you which materials are being sent, in what quantity, and by which means.

Unfortunately, it is not always possible to send a complete order at once to the field station. Nevertheless, each delivery to the field must to be confirmed by sending the delivery confirmation form to Nairobi immediately.

Both the Logistics Officer in Nairobi and yourself will monitor that everything has been received.

4. Field station codes

- Addis Ababa : ADD
- Baidoa : BAI
- Djibouti : DJI
- Hargeisa : HAR
- Kigali : KGL
- Mogadishu : MOG
- Nairobi : NBO
- Ngara : NGA
UNESCO United Nations Educational, Scientific and Cultural Organization
PEER Programme for Education for Emergencies and Reconstruction

PURCHASE ORDER

VENDOR: 

PO BOX: 

Fax No: 

AUTHORIZED BY: Gonzalo Retamal

Head of Programme

UNESCO-PEER

Requested by: Caroline Bakker

E.O., Ngara

Budget Code: 910125 RWA650

LPO No: OR8R95/NGA/1

Date: 03-08-95

<table>
<thead>
<tr>
<th>Quantity</th>
<th>Description</th>
<th>Unit Price</th>
<th>Price</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>YAESU base station</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>YAESU handsets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>YAESU spare batteries</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

V.A.T. 

Bal Due
# DELIVERY CONFIRMATION FORM

**LPO No:** 030895/NGA/1

**From:** Nairobi

**To:** Ngara

**By:** IFRC flight

**Date of arrival:** 28 September 1995

<table>
<thead>
<tr>
<th>Quantity</th>
<th>Item and Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>box with 1 YAESU base station</td>
</tr>
<tr>
<td>1</td>
<td>box with: 2 YAESU handsets and: 6 spare batteries</td>
</tr>
</tbody>
</table>

**Date:** 30 September 1995

**Certifying Officer:** Caroline Bakker

**Signature:** [Signature]