



T raining **E** conomic Empowerment **A** ssistive Technology **M** edical Rehabilitation

TEAM Finance Processes and Regulations

TEAM Laos

World Education Laos TEAM Capacity Building Approach

As well as providing funding to 15 local and international organizations to develop and strengthen the disability and rehabilitation sector in Laos, World Education USAID-LWVF funded TEAM project works with sub-recipients to strengthen their ability to manage grants and to efficiently implement their projects. WEL-TEAM conducts an *Organizational Assessment* of all applicants for TEAM funding to look at capacity in grants management, financial management, human resources, activity implementation, and monitoring and evaluation. If the organization is approved for funding, WEL-TEAM staff work with the organization to discuss the outcomes of the assessment, including both organizational strengths and areas for improvement. TEAM and the organization then work together to create a *capacity-building plan* with specific measurable objectives. Most of the capacity-building relates to the organization's ability to successfully implement the project activities and manage the sub-award, but if there are specific areas that the organization has identified as priorities, these are included if possible.

Capacity-building is one of the core components of the TEAM project, and inputs by World Education take many forms. One approach is individual coaching, where a TEAM staff member who has the required expertise will work closely with one or several members of an organization regularly over a longer period of time, to discuss a specific issue, either by phone, email or in person, or a combination of those methods. Other times WEL-TEAM organizes formal trainings for all sub-recipients. So far, TEAM has conducted trainings on USAID Regulations, World Education TEAM Finance Procedures, and Monitoring and Evaluation. In addition, some trainings are provided on an optional basis, allowing the sub-recipient to choose topics which are most relevant or needed for their organization. So far, TEAM has offered trainings on Curriculum Development, Psychosocial Support, Training of Trainers (ToT), Project Cycle Management (PCM), and Gender Inclusion. TEAM encourages sub-recipients to send an appropriate staff member to the training, and all trainings are open to any staff member as relevant, not just project staff who are funded by TEAM. All WEL-TEAM trainings are participatory, reflective and allow as much time as possible for 'learning by doing' and practical application of skills and knowledge.

TEAM recognize the importance of reflection, goal setting, and the long-term, regular follow up needed for effective capacity building. Examples of how TEAM promoted these values are:

- Many WEL-TEAM trainings are followed up by practical sessions conducted by the trainer or TEAM staff with each sub-recipient individually or in small groups to allow opportunities for the organization to apply and practice what they learn in the training to their own situation with guidance and feedback
- Video sessions are used in the ToT training practice session to allow the participants to view themselves delivering a training as a tool for self-reflection and self-assessment
- Participants in trainings set SMART goals at the end of the sessions for future action which are followed up by the organization's management, the trainers and/or TEAM staff
- Capacity building plans with individual sub-recipients are followed up on monthly in some cases to assess and reflect on progress of specific observable behaviors to measure capacity over a long period of time



These participant handbooks were used in 8 trainings for TEAM sub-recipients, and are available in print on request from WEL TEAM (bernard_franck@la.worlded.org), or online at <https://sites.google.com/site/teamlaopdr/capacity-building>

Currently available:

1. USAID Rules and Regulation for TEAM
2. TEAM Finance Processes and Regulations
- 3.1 Introduction to Monitoring and Evaluation
- 3.2 TEAM M&E Monitoring Tools.
4. Curriculum and Training Design
5. Introduction to Psychosocial Impairments
6. Training of Trainers (TOT)
7. Project Cycle Management (PCM)
8. Gender Inclusive Development

Under development and available soon:

9. What to Know about Disabling Conditions
10. Understanding impairment and disability in line with UNCRPD, ICF and World Report on Disability
11. Optimizing functioning of persons with impairments by using diversified assistive technology
12. Case Management in Disability Inclusion

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TEAM Finance Processes and Regulations

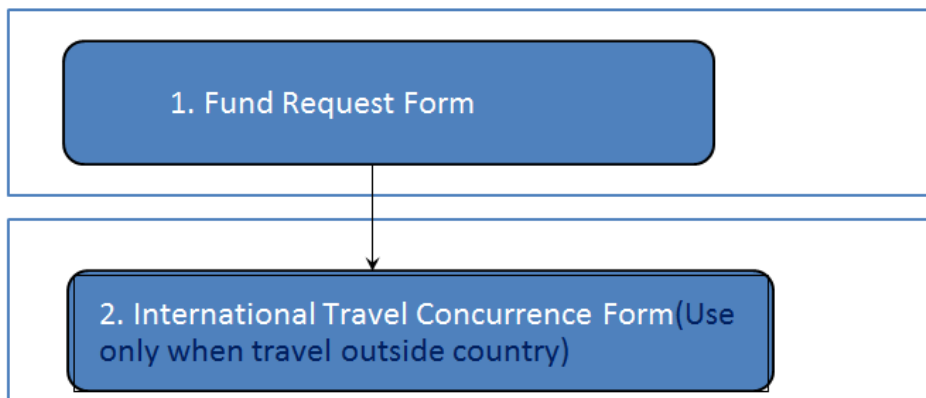
Finance procedures

1. All expenditures incurred must be accompanied by receipts or proof of payment. Supporting documents should be prepared in order and attached to A4 paper with written details about the expenditures on the bills. These should be expenses related to the budget plan that was previously approved
2. All supporting documents and bills must be the original documents with the “paid” stamp from the shop or vendor which include details of date, shop name, telephone no., etc., details on bills, Unit price and total payment with Signature of receiver and payee, and translated in English (main points on the bill). *(Except Sub-Grantees that have approved from WEI to submit copy of original receipt with sub-grantee official’s stamp)*
3. All expenditures must follow the approved budget and World Education must be notified of any changes that change the overall cost of an activity budget line.
4. All supporting documents for trainings/seminars/meetings should include a DSA (per diem) payment sheet with registration form for each day.
5. For any payments that do not have bills (such as: Salary, per-diem) there should be a payment sheet that shows the Name, Organization, Payment amount, Place, Date with Signature and name of receivers.
6. For salaries, a timesheet must be provided, showing the amount of time worked on TEAM project activities (signed by employee and supervisor).
7. For payments for transportation and supplies that do not have a receipt, we can use normal bills *(A handwritten receipt on a standard receipt form)* instead, but please ensure that all the details on the bill (such as Name (person), Shop name, Telephone no. and signature) are written by the supplier.
8. For travel by train, boat, bus or plane it is required to keep the boarding pass (after travel) and attach it to the report as proof that the trip took place. If any related bills or tickets are lost, the sub-grantee will be required to return the money for the trip to World Education Laos unless another form of proof can be provided that the trip took place
9. For travel by car, the fuel bill must have the signature of both the seller and driver and must include details on type of fuel, quantity, dates, amount and car plate number
10. For all Bills/Quotation, the date on the bills should be after date that the sub-grantee received the sub-grant from WEL. Three quotations are required for all purchases made that are greater than \$500 with a justification for why a particular vendor was chosen if the price is not the cheapest .
11. Excluded expenses (these cannot be approved or funded by WEL sub-grants): Beer, Alcohol, and Tobacco, gifts for speakers, participants, or staff for Bonus New year and Parties
12. No funding for: vehicles, building projects, or lobbying activities. Further, sub-grantees must ensure that money does not fund terrorism or drug-trafficking activities, as defined by the United States Government.

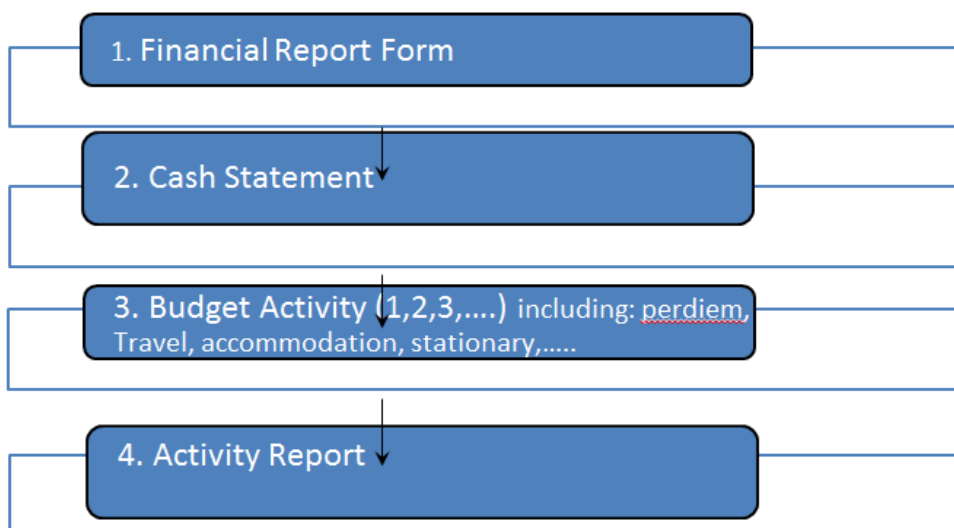


13. Before sending financial reports to WEL, the sub-grantee must carefully check the report and make a copy of all supporting documents to keep at the sub-grantee office for its own files. If any documents are lost or missing, it may be possible to send a copy to WEL, but please check with WEL beforehand to discuss the specific situation.
14. At the end of a funding period, money requested is no longer allocated for a specific activity and must be re-requested to be re-allocated to the activity. The money is in the overall TEAM funds and will be subtracted from the next advance request, but will no longer be allocated for a specific activity.
15. Money that is unspent at the end of the reporting period can be used toward the next disbursement and subtracted from the amount of money that is requested for that period. Money remaining at the end of the grant will be returned to WEL's account.

Advance Request should be submitted to TEAM Project before 20th of month before advance period. It should include the following forms:



Reconciliation reports should be submitted to TEAM Project before 15th of the month following the end of the advance period. It should include the following forms:

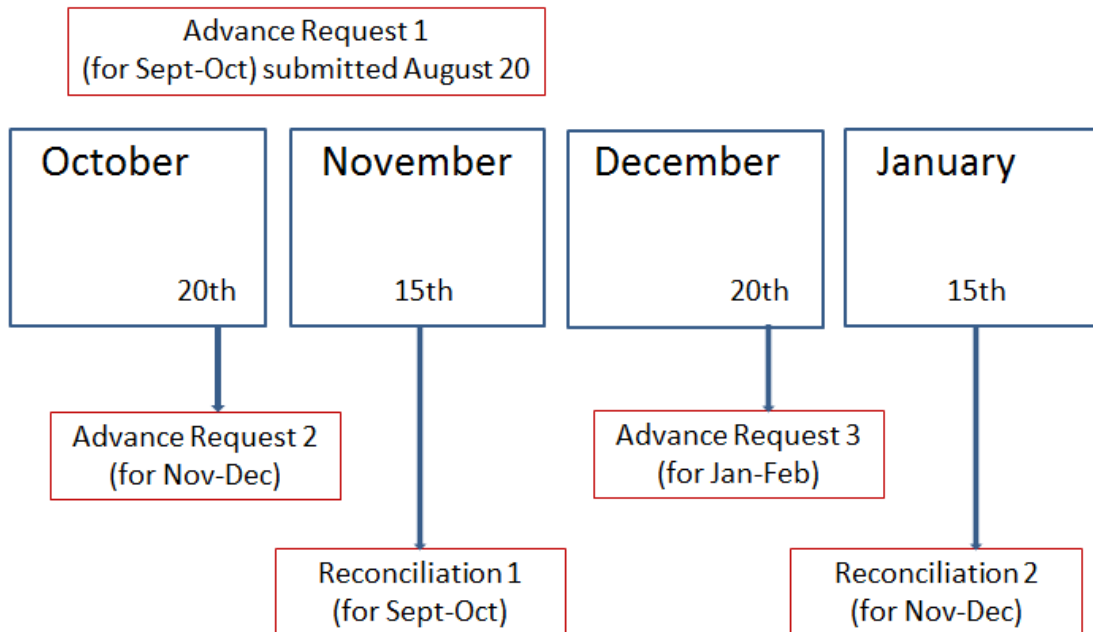




Advance and Reconciliation Schedule:

Bi-monthly Advance Request Due Dates:	Bi-monthly Financial Reports Due Dates
By the 20 th of the month before the advance period starts (ie if the period is November-December, the advance is due October 20)	By the 15 th of the month after the advance period ends (ie if the period is November-December, the reconciliation report is due January 15)

Each Advance Request is contingent on the Reconciliation for two periods before. This is to avoid times when the sub-grantee does not have any funds. For example, the third advance will not be given until the reconciliation for the first advance is complete. Diagram below:



Each advance is based on the reconciliation from one period previously. For example, you will not get advance 3 until you have submitted reconciliation 1. No advance 4 until reconciliation 2 is submitted.



Important Points:

1. When requesting funds from WEL, sub-grantee should submit the original forms with all related supporting documents to WEL
1. If sub-grantee changes activity plan and needs to use money for a different activity, Sub-grantee should inform WEL by written (Formal letter or Email) to WEL before implementation and receive approval
2. Late submission of reconciliation report (Financial report) will affect following fund requests; WEL should receive the financial report before the 15th of the month following the end of the period. WEL will spend 1 week to review documents and after the report is complete, WEL will be able to transfer the next funding request to the sub-grantee according to the disbursement schedule

Reconciliation Reports should include the following documents:

1. Salary/Allowance Benefit
 - Times Sheet
 - Salary receipt
2. Consultant
 - Time sheet
 - Working Report and certified by supervisor
 - Copy Contract (1copy to each payment)
3. Activity
 - Per diem (Can use Organization Form; **Should write Name, organization, unit price, Qty, total, signature, date on the form**)+Registration sheet (If meeting/training **Should write Name, organization, date, signature on the form**)
 - Transport/Fuel form (Can use organization form)
 - Activity Report
 - Others Receipts (Stationary, Refreshment,...)
4. Equipment/Supplies
 - Use Organization policy (If over \$500, should have 3 quotes for comparison)

Budget Lines

1. Budget line numbers correspond to the lines in the Approved Budget: ie the first salary budget line will start as Budget Line Number 1 (note: please use budget line number that Viengsy provides later)
2. If sub-grantee understands the details of what is included in the budget line number and follows the budget line system, it will be easy for the sub-grantee to do the reconciliation/financial report
3. It will comfortable for sub-grantee on grouping budget line number when doing report; and will be easier to manage budget to make sure it is not over budget approval amount