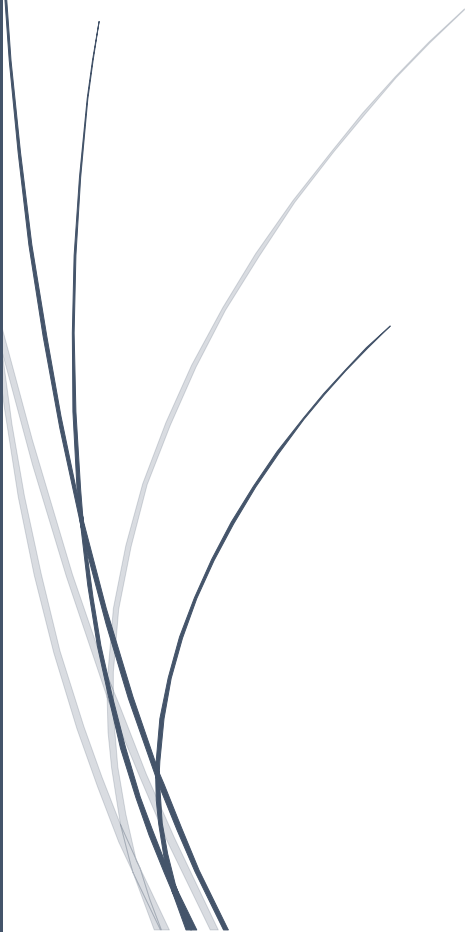


4/3/2022

Project Governance Framework

Education Projects - SL



Jaffna University Graduates Association
JUGA

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Introduction:

Jaffna University of Graduates Association (JUGA) is a not-for-profit organisation registered under the Association Incorporation Act 2009 of NSW by graduates of the University of Jaffna who live across Australia. Although its prime objective is to establish and strengthen the network among members through social and cultural events, it also focuses on educational projects intending to empower students at high schools in Sri Lanka.

In this context, initiating and implementing educational projects in the North and East Provinces of Sri Lanka has become one of the initiatives of JUGA. Accordingly, JUGA has been supporting projects executed by well-wishers in Sri Lanka. Indeed, the progress and success of these educational projects are remarkable and significantly contribute to the betterment of project participants in terms of their academic performance, social inclusiveness and living standards.

However, mobilising funds and educational equipment is not much streamlined with the prevailing arrangements of sending those to Sri Lanka, where only registered organisations can receive foreign funds for local welfare activities. Therefore, the need for a workable project governance framework becomes necessary; and needs be in place for a smooth running of the existing and forthcoming projects of JUGA in Sri Lanka.

This newly established project governing framework ensures **policies and procedures** for the following in line with the constitution of JUGA:

1. Initiating and executing projects
2. Identifying thrust areas for project initiation
3. Accept and approve the project proposal by JUGA for funding
4. Identify and authorise local partners in Sri Lanka for project implementation
5. Arrangements for mobilising resources, including funds
6. Project communication and coordination
7. Power of authority in terms of decision making and implementation
8. Financial management for fund allocation and expenditures
9. Structure for receiving project progress and monitoring
10. Way forward for project continuation, closure, and termination

Policies and Procedures

1. Initiating and executing projects

Projects may be initiated and executed directly or with the support of a local partner by fulfilling following processes and procedures:

- a. The working area of a project should be education only covering secondary education, tertiary, or higher education, including undergraduates, technical education, and/or vocational training.
- b. The project concept paper or proposal should be submitted in the specified template of JUGA for consideration, along with supporting documents electronically.
- c. The management committee should approve a project concept paper or proposal of JUGA in principle before executing and/or funding.
- d. The management committee should approve funding for projects of JUGA based on the financial breakdown and timeline of that project for an academic year.

2. Identifying thrust areas for project initiation

- a. A project should significantly focus on the scope of work in line with the objectives of JUGA.
- b. Projects must focus on improving students' academic performance in either high schools or tertiary institutions.
- c. The target area of a project should be either education or learning activities of marginalised youth in terms of accessing quality education or related facilities such as textbooks, learning and classroom equipment, laboratory apparatus, etc.
- d. A project should aim to have a new target group every time to ensure that JGUA gets an opportunity to serve as many students as possible.

3. Accepting and approving the project proposal for funding

3.1 Management committee of JUGA has the sole power to approve any project based on the justification given in the project proposal and if deemed necessary, appropriate background check preferably through past graduates who live in Sri Lanka or have a link with JUGA.

3.2 Any potential / future project may be approved in principle for the funding. However, it should still be formally approved for funding at the time of funds available, prior to the commencement of activities in Sri Lanka.

3.3 Management committee of JUGA has the authority to revoke any project approval before its commences or at any time of its execution by providing valid reasons to the appropriate parties on JUGA's decision to approve and/or revoke a decision.

3.4 Management committee of JUGA may consider and take appropriate decisions on any appeal against by the project proponent or project recipients.

4. Identifying and authorising local partners for project implementation

The management committee may identify partners to initiate and implement projects including with the facilitation of the past graduates of the University of Jaffna.

4.2 Partners should be a registered not-for-profit entity or a registered volunteer organisation with the capacity to implement an educational project in its operational area locally.

4.3 Partners should have the legal rights or approval to handle foreign funds to implement projects to benefit students in their operational area(s).

4.4 Partner have to have the financial stability and a good reputation among the general public regarding its operational activities.

4.5 The management committee of JUGA must approve identified partner(s) for implementing projects by signing a memorandum of understanding before funding.

5. Arrangement for mobilising resources

5.1 All projects and their financial proposals should be accepted and approved by the management committee of JUGA before funding can be approved.

5.2 JUGA funds projects that its management committee approves, according to the financial proposal or financial breakdown of tasks.

5.3 The management should approve any amendments to project funds before releasing funds by the committee of JUGA.

5.4 Funds should be transferred to projects through local project implementing agencies. The local agencies are accountable for project implementation and reporting performance and financial progress.

5.5 Physical resources (books, equipment, tools, etc.) may be directly sent to the project participants (teachers and students) by the management committee of JUGA.

6. Project communication and coordination

6.1 Management committee of JUGA or its designated member (Project coordinator) is the JUGA contact for communications with local project implementing bodies.

6.2 All the communication related to project implementation should be recorded and reported to the management committee of JUGA by the designated local project contact person through project coordinator.

6.3 All project decisions should also be communicated to the local project implementation entities through the project coordinator, or a designated person appointed by the management committee of JUGA.

6.4 Key decisions regarding projects should be communicated in writing and signed by the president and secretary of JUGA.

7. Decision-making procedures

7.1 All project decisions must be collectively taken by the management committee of JUGA based on available and trustworthy facts and information.

7.2 All decisions must be communicated in writing to relevant parties concerned through a proper communication channel as soon as possible.

7.3 Project coordinator or any committee member appointed to the subject concern may take decisions related to project implementation issues other than financial matters. However, all the decisions are to be reported to the management committee of JUGA soon as practicable, not later than its forthcoming monthly meeting.

8. Financial management and fund allocation

8.1. The management committee of JUGA has the rights of financial authority related to projects as per item 7.1 of article 7.

8.2. All financial decisions related to projects will be taken at management committee meetings.

8.3. Approved funds are only allocated to projects as per their financial plan approved by the management committee of JUGA.

8.4. Approved funds may be released to projects through project implementation organisations (if there is such arrangement).

9. Project progress reporting and monitoring

9.1. The project proponent should periodically share both the academic performance and financial progress of projects with the management committee of JUGA according to the agreed reporting format and timeframes in the memorandum of understanding signed by the parties concerned.

9.2. The management committee of JUGA will review the progress of each project funded by JUGA to ensure project progress as agreed on the commencement of the project.

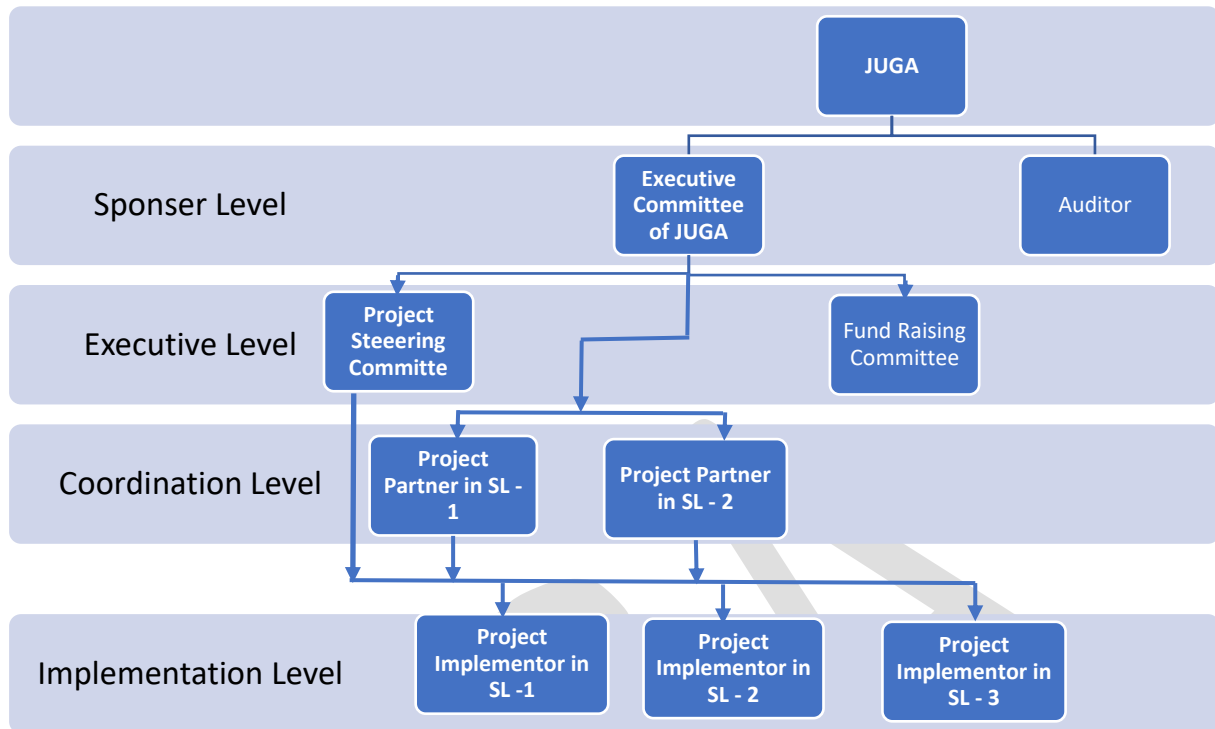
9.3. Each project funded by JUGA has to have key performance indicators, and they have to be met as a project progresses for funds to be released by the management committee of UJGA.

9.4. The cumulative progress of every project funded by JUGA should be recorded and stored electronically to report to JUGA.

10. Project continuation and closure

- 10.1 Projects being executed by UJGA may continuously be run and funded by the successive management committee of JUGA unless otherwise there is a need for project termination or closure by the parties concerned.
- 10.2 Project termination may occur based on their continuation's costs and benefits analysis. The project termination decision has to be taken by JUGA unless, otherwise, there is a special arrangement in the memorandum of understanding between the parties concerned.
- 10.3 Project closure may occur at project completion according to the MoU other than any project continuation or its extension approved by JUGA.
- 10.4 All the benefits or assets generated by the project should be transferred to project beneficiaries or the project implementation organisation, whatever is appropriate in consultation with and approval by JUGA, unless there is a special arrangement in place.
- 10.5 Any unused/balance funds released to the project implementation organisation in respect of projects should be kept aside for future projects or transferred to another project implementation organisation by the project implementation organisation based on the advice of the management committee of JUGA.

Project Governing Structure



Conclusion

This document is a project governing framework of UJGA to provide guidance and governing structure to project initiation, planning, execution, and monitoring in respect of empowering youth in Sri Lanka, especially in its North and East Provinces, in terms of their education and welfare. Projects in the education sector may identify and initiate with the assistances from past graduates of JUGA in Sri Lank and then executed through a partner organisation in Sri Lanka through a memorandum of understanding. However, project identification and funding must be approved by the management committee of UJGA and disclosed to its members. All project operations, including funding, reporting, termination, and closure, should be treated as per the principles set out in this document. Any matters not referred to herein will be discussed and decided by the management committee of JUGA. Any amendment to this framework should be incorporated into this document and kept current for the future purpose of signing a memorandum of understanding to execute educational projects in Sri Lanka.

The End