

Recommendations for non-commercial organizations using several grants simultaneously to implement projects with similar goals, subject, and field

The number of penalties imposed on non-commercial organizations using grants has increased recently due to unscheduled inspections run by government authorities. The inspections are paying close attention to organizations receiving funding from both private and public sources.

Availability of partners and co-funding often indicates social significance of a project and are welcomed by grant makers. This makes the appropriate document preparation in accordance with the current legislation the most crucial task. It includes preparing agreements, substantial and financial reports, related materials, project products in accordance with the current legislation, regulations of an organization and guidelines of a partner organization. The aim of this document is to help non-commercial organizations to organize project work with several grants using various options of document preparation.

This document includes:

- General requirements to project implementation funded by a grant;
- Documentation of grant expenditure in case of raising funds from different sources;
- Management of several projects;
- Risks of non-compliance with document management regulations;
- Examples of documents that simplify interaction with a grantee organization.

These recommendations are based on the current legislation and the best practices of law enforcement. The recommendations are not obligatory for grantee, however a grantee is fully responsible for compliance with statutory regulations in their sphere of activity and proper grant documentation.

Objectives of recommendations:

- Use of donations, grants and subsidies (thereinafter – grants) in the most effective way and with minimal loss;
- Avoiding claims on returning grants, misusing grants, and suffering financial loss due to inaccurate accounting of grant expenditures;
- Avoiding financial sanctions imposed by regulatory agencies and government organizations (Federal Tax Service, RF Pension Fund, Social Insurance Fund and Chambers of Controls and Accounts) for evasion of compulsory statutory and insurance payments and improper report delivery (after the deadline or if not fully completed).

General requirements to implementation of a project funded by a grant

At the beginning the **project leader** should take the following actions.

1. Define the scope of work.

Prepare a description of the project, its rationale, compliance criteria, goals and results, limitations, risks, proposals and monetary estimates. Project participants should come to an understanding and agreement at this stage.

All important details are included in the document where the content and scope of the project are recorded. Staff receive this document as guidelines; partners receive this document as a cooperation agreement with the description of the scope of work and project results. Experts receive the information as a statement of work in a civil contract.

2. Build a project team.

Identifying the sufficient number of participants to implement a project enables the project leader not only to plan financial and other resources but also to minimize loss.

Participants of the project are determined by the administrative order of an organization. The project leader is appointed, responsibilities of staff working on a project are specified, the project leader is responsible for agreeing terms of cooperation with partners who will participate in the project, specialization of experts who will be needed to execute work and services is identified (see appendix 1; an example of the order).

3. Document-based relationships with project participants.

Appropriate documentation should be prepared and signed while building a project team. It does not mean that it is impossible to engage other people afterwards. However, the correct beginning enables the project leader not only to begin building the team but also avoid heavy document preparation workload at the later stages of the project.

Participation in a project is documented as follows:

- *Staff: the organization prepares orders on assigning additional duties to staff and concludes supplementary agreements with staff where their new duties, the project title and the source of grant funding are indicated;*
- *Partners: the organization signs cooperation agreements where contribution of each partner, the project title and the source of grant funding are indicated;*
- *Experts: the organization signs civil contracts with experts indicating the nature and scope of their work, the project title and the source of grant funding.*

4. Develop a project schedule.

This document with the beginning and end date of project work is essential for understanding the whole project duration and the duration of each stage inside the project.

Project participants are informed of a schedule in the following way:

- *Staff: through orders on completion of concrete tasks;*
- *Partners: through the plan-schedule, which is included into the cooperation agreement;*
- *Experts: through the definition of work completion time (provision of services) included in a civil contract or in a statement of work.*

Notice: these documents can be amended, prepared, and redrafted in accordance with the results of the project. Each document draft should include the date to prevent confusion.

Internal monitoring of the project implementation.

Monitoring the project implementation is possible through self-monitoring and standard procedures:

- Regular meetings with project participants to record new ideas and agreements;
- Usage of a checklist reflecting documented results of various project stages (see appendix 2, an example of a checklist).

Documentation of grants' expenditure in case of raising funds from other sources.

In case of using funds from other sources, the following steps should be taken:

1. Documentation of the project where additional funding or other resources have been attracted should be amended. For example, an order on amending project activities should be issued (see appendix 3).
2. Documentation on a new project should include information on usage of funds from another project indicating the title of the project, funding source, project participants and the total amount of funding. For example, issue an order on approving project activities with additional funds (see appendix 4).
3. Documentation exchange on project activities out of the funds of another project should include abbreviations of both projects.

Management of several projects

If an organization runs several projects simultaneously, it is essential to make decisions on division and registration of activities. This is connected with the risk of using funds from different grants to organize the same event, especially if these projects are similar in nature. The risk is especially high if the projects have been planned as supporting or they influence each other's results. Recording of all decisions is especially important at each stage of the project.

Stage 1. Preparatory

Objective: allocate members of staff to participate in several projects simultaneously. This enables an organization to avoid claims of controlling agencies on unjustified payments to staff. It is crucial to document each project activity when an organization implements several projects simultaneously. This enables participants to determine which activity is related to which project.

Documents for the preparatory stage:

- Within the organization: an order on the project approval; the project implementation plan and the list of staff who participate in the project; breakdown of their workload,
- For staff: orders, employment contracts, additional agreements to employment contracts.

Recommendations:

- Allocate persons participating in the project implementation via orders issued by Human Resources Department indicating the project title and source of funding; appoint the project leader, the total scope of work on the project (for example, a month or half a year). Preferably, indicate communication channels (phone, e-mail, messenger, social networks) in these orders;

- Conclude additional agreements to employment contracts with staff indicating their participation in a project, time and place of their labor function or civil contracts with experts indicating the scope of work or services (see appendixes 5 and 6);
- Develop and approve internal plan of project activities by an order (see appendix 7);
- Issue an order on what is included in the project documentation in printed and digital forms and the location of document storage;
- Approve procedures of documentation management indicating the project number in correspondence (see appendix 8);
- Develop and agree with staff a plan-schedule of workload in different projects (see appendix 9).

Stage 2. Implementation of a project: documentation of activities

Objectives: ensure timely engagement of partners and experts in a project to effectively achieve the project results. Documentation of negotiated agreements enables an organization to decrease the number of conflicts during the project work. Moreover, timely conclusion of agreements and contracts not only ensures proper documentation of expenditures but also simplifies the collection of final documentation.

Types of documents for this stage:

- For external experts (physical entities, freelancers, self-employed persons, legal entities): employment contracts (service contracts) with the description of work (services) in full details and the dates for the completion of each stage;
- For partners (physical entities, freelancers, self-employed persons, legal entities): a cooperation agreement that includes detailed description of work completed by partners with the breakdown of partners commitments (see appendix 10).

Recommendations:

- Conclude agreements (contracts) on cooperation with people who do not work for the organization permanently, indicating project title, the list of project activities and documentation;
- Indicate information exchange procedures and communication channels between partners in a cooperation agreement.

Stage 3. Interim monitoring of a project

Objective: implement interim monitoring of a project and document its results. This enables the project leader to adjust work and ensure the most effective result.

Types of documents for the interim stage:

Within the organization: orders on forms and deadlines for interim reporting, places of storing project documentation (see appendix 11);

For staff: orders, memos;

For project partners: interim reporting on the current state of the project and implemented activities.

Recommendations:

- Set deadlines for interim reporting and align them with the deadlines for interim reporting to a grantor;
- Document a form and storage location for current project information;

- Collect internal interim documentation on the project and check its compliance with the list of documents approved at the initial stage of the project implementation;
- Collect interim reporting of the project partners documented in partnership agreements;
- Prepare the interim project report;
- Receive confirmation on receiving the report by a grantor and ensure storage locations for keeping the interim report on the project in printed and digital forms (see appendix 12)
- Receive and ensure storage for keeping the evidence of accepting the project report.

Stage 4. Reporting

Objective: provide control for collecting and keeping documents confirming completion of all project activities.

Types of documents:

- within an organization: orders on approval of the form and type of the report, and appointment of responsible persons;
- for staff: orders;
- for external experts (physical entities, freelancers, self-employed persons, legal entities): certificates on completed work and services with indication of the scope of work and the period of completed services;
- for partners (physical entities, freelancers, self-employed persons, legal entities): the final report with the description of activities completed by a partner during the project implementation.

Recommendations:

- collect final internal reports on the project and align them against the list of documents approved at the initial stage. Allocate duties on the final report preparation among staff (see appendix 13);
- collect internal final reports from the project team;
- collect final reports from the project partners or make disagreement letters on absence of project results under partnership agreements;
- prepare the final project reports: substantial and financial;
- collect scans and links to all project materials (photos, videos, publications, etc.);
- collect scans of all documents (HR and financial documents);
- make an inventory/catalogue of all project documents;
- receive the confirmation on accepting the report by a grantor and provide storage location for the final report and supporting documentation in print (appendix 14);
- receive and ensure storage location for the evidence of accepting the project report.

Risks of negative consequences of non-compliance with documentation management.

1. Initiation of a criminal case on embezzlement in the absence of documentation confirming expenditures for concrete goals. Risk of criminal prosecution increases if funds are used from different financial sources simultaneously.
2. Risk of debt collection on payments into treasury and public extrabudgetary funds for the previous periods (maximum period – three years) in case the RF Federal Tax

Service, RF Pension Fund and Social Insurance Fund ascertain improper documentation of received grant funds.

3. Risk of repayment of funds that have been spent improperly in case of absence of documentation that proves spending of funds in accordance with the terms of grant agreement which was ascertained by a grantor or Chamber of Control and Accounts.

Appendix. Examples of documents*

Appendix N1.

ORDER N _____ / _____

Gradec «__» _____ 2020

Implementation of the project “Let’s Help” (agreement N ___ «__» _____ 2020)

Due to the receiving of a grant (donation) from the Foundation “Nobody is Forgotten” (agreement N ___ of «__» _____ 2019) for implementing the project “Let’s Help”.

It is ordered:

1. Appoint *Name* as the leader of the project “Let’s Help”
2. Appoint *Name* as a consult of the project; appoint *Name* as an accountant of the project; appoint *Name* as a manager of the project; appoint *Name* as a secretary of the project.
3. *Name* shall conclude additional agreements with: *Name* with the supplement payment of 30% of the official salary; *Name* with the supplement payment of 20% of the official salary; *Name* with the supplement payment of 40% of the official salary; *Name* with the supplement payment of 10% of the official salary.
4. The leader of the project shall agree with (the organization’s name) the terms of cooperation on the implementation of the project “Let’s Help”.
5. The leader of the project shall organize a sociological survey by 31 December, 2020.
6. I shall personally supervise the implementation of the order.

Director _____

The order is read and agreed by:

_____/job title, Name
(signature)

_____/job title, Name
(signature)

_____/job title, Name
(signature)

_____/job title, Name
(signature)

_____/job title, Name
(signature)

***Examples of documents are advisory in nature. To confirm grant activities, a grantee has the right to decide on documentation procedures in accordance with applicable statutory regulations and requirements.**

Checklist to monitor the project documentation

| Project documentation «_____» | Project leader | | |
|---|----------------|----|------------------------|
| Activity | Details | | |
| | Yes | No | Additional information |
| HR | | | |
| 1. Appoint project participants and the project leader by NGO's orders | | | |
| 2. Conclude additional agreements for employment contracts indicating participation in a particular project or civil contracts to engage in the project implementation. | | | |
| 3. Develop and approve the internal project action plan with the organization's order. | | | |
| 4. Determine the scope of project documentation in printed and digital form and a place for keeping these documents. | | | |
| 5. Determine project documentation procedures (for example, indication of the project number in correspondence). | | | |
| Agreements | | | |
| 1. Conclude cooperation agreements (contracts) with the persons who do not work for the organization permanently with indication of the project title, a list of joint events and a list of documents on the project. | | | |
| 2. Document procedures and channels of communication between partners (postal service, e-mail, other sources). | | | |
| Interim Reporting | | | |
| 1. Set deadlines for internal interim reporting on the project and align them with deadlines of interim reporting to a grantor. | | | |
| 2. Determine the documentation form and a location for keeping information on the project. | | | |

| | | | |
|--|--|--|--|
| 3. Collect internal interim project reporting and check its compliance with the list of documents approved at the initial stage of the project. | | | |
| 4. Collect interim project reporting which was stated in cooperation agreements (contracts) from project partners. | | | |
| 5. Prepare the interim project report. | | | |
| 6. Receive a confirmation on accepting the report by the grantor. | | | |
| Final Reporting | | | |
| 1. Collect final project reporting. | | | |
| 2. Collect final project reporting from project partners or compose disagreement letters on absence of project results under cooperation agreements. | | | |
| 3. Prepare a draft of the final project report based on internal interim reporting and project partners reporting. | | | |
| 4. Receive and ensure the storage location for the project report results. | | | |

Appendix N3.

ORDER N _____

Bereznik «__» _____ 2020

On amendments to the order N _____ of «__» _____ 2019 «On the project activities «In the Footsteps of Villages that Wither Away» (Agreement N _____ «__» _____ 2019)

Due to the cooperation agreement with the Foundation "Help" to implement the project «**In the Footsteps of Villages that Wither Away**» (Agreement N _____ «__» _____ 2019)

It is ordered:

1. Amend order N _____ of «__» _____ 2019 with the following: "Hold a seminar for the project partners on the following topic: "Museumification of a Natural and Historic Landscape" out of the grant (donation) funds received under the Agreement N _____ «__» _____ 2020 ».

2. I shall personally supervise the implementation of the order.

Director _____

Appendix N4.

ORDER N _____

Chelyabinsk «__» _____ 2020

On events of the project "Professional Skills Championship Among the Disabled"
(Agreement N ____ «__» _____ 2019)

To implement the project

I shall order:

Hold a seminar "Designing Inclusive Educational Environment" in Chelyabinsk State University not later than «__» _____ 2020. The estimated budget for the seminar is 5000 rubles.

I shall personally supervise the implementation of the order.

Director _____

Appendix N5.

ADDITIONAL AGREEMENT

To the Employment Contract of «__» _____ 20__ N _____
(city/town/village) _____
«__» _____ 20__

The Foundation _____, hereinafter referred to as the Employer,
represented by _____, acting
under _____, as the First Party and
_____, hereinafter referred
to as the Employee, as the Second Party agreed to introduce the following
amendments to the Employment Contract of «__» _____ 20__ :

1. Reformulate clause _____ of the Employment Contract as follows:
«The employee performs duties of a legal counsel in the project "Help Orphan
Children" funded by the Foundation "Charity" (Agreement № __ of «__» ____ 2021),
with providing legal consultations on Tuesdays and Wednesdays from 17-00 to 20-00
from «__» _____ 2020 to «__» _____ 2021 in the office of the organization at the
address: _____. Total workload during the period «__» _____ 2020 to «__»
_____ 2020 is not more than 600 hours».

2. Other terms of the Employment Contract of «__» _____ 20__ r are
unchanged and binding on the Parties.

3. This Additional Agreement is executed in two identical and legally equivalent copies:
one copy is provided for the Employee and another copy is provided for the Employer.
They come into effect on the date of signature.

Signatures of the Parties

Employer

Employee

The copy of the Additional
Agreement received _____ / _____ /

Appendix N6.

SERVICE CONTRACT

(city/town/village) _____ «__» _____ 2020

Name, hereinafter referred to as "Contractor" as the First Party and a non-governmental organization «_____» (____ «_____»), hereafter referred to as "Customer" represented by the Director _____, acting under _____, as the Second Party concluded the following Contract:

1. Subject of the Contract

1.1. The Contractor shall conduct at least 500 consultations to orphans, children without parental care and their guardians from «__» _____ 2020 to «__» _____ 2021 within the project "Help Orphan Children" funded by the Foundation "Charity" (Agreement N _____ of «__» _____ 2021

.....
.....).

1.2. The payment for services shall be made by the Customer and is equal to _____ rubles.

2. Rights and Duties of the Parties

2.1. The Contractor shall fulfil its duties stated in clause 1.1 of this Contract.

2.2. The Customer shall provide all necessary assistance to the Contractor to ensure its proper implementation of the duties under this Contract.

3. Liability and Responsibility of the Parties.

3.1. The Parties are responsible for non-fulfilment or improper fulfilment of their duties under this Contract in accordance with the current legislation of the Russian Federation.

4. Contract term, its extension and its early termination.

4.1. This Contract is concluded for two weeks and shall take effect after the Parties have signed it.

5. Miscellaneous

5.1. All other issues not settled by this Contract shall be settled in accordance with the current legislation of the Russian Federation.

5.2. This Contract is drawn up in two copies of equal legal power, one copy for each Party.

6. Bank details of the Parties

Appendix N7.

ORDER N _____

_____ «__» _____ 2020 г.

Within the project implementation "Memory for the Future" funded by the Foundation Heritage (Agreement N __ of «__» _____ 2020)

I shall order:

1. Organize and hold the following events:

- holding the introductory conference for partners and project participants by «__» _____ 2020.
- collecting information on the events in 1938 in the Kirov region from «__» _____ 2020 to «__» _____ 2021
- organizing 5 offsite events in the Kirov region from «__» _____ 2020 to «__» _____ 2021. Participants: the project leader, a researcher, a consultant.
- Providing consultations on the preservation of historical and cultural heritage in the office at the address: _____ on Mondays and Fridays from 17-00 to 20-00
- Holding the final conference not later than «__» _____ 2021

2. I shall personally supervise the implementation of the order.

Director _____

ORDER N

Perm «__» _____ 2020

To implement the project «Crane in the Sky» funded by the Foundation for the Wildlife Protection (Agreement № __ of «__» _____ 2020)

I shall order:

1. The office manager shall organize the following documentation:

- application for the project implementation of «__» _____ 2020 with the confirmation of its dispatch (a screenshot, a receipt from the post office)
- order N __ of «__» _____ 2020 on appointing the project team
- employment contracts, additional agreements to employment contracts concluded with the project team
- civil contracts concluded with experts and project specialists
- cooperation agreement with project partners
- guidelines (at least _____ copies)
- description of project results
- interim project report
- final project report.

2. The office manager shall ensure the following abbreviation for all project documents «ЖырН 20».

3. I shall personally supervise the implementation of the order.

Director _____

The order is read and agreed by:

_____/job title, Name

(signature)

Appendix N9.

APPROVED

Director

| Department | April 2021 | | | | | | | | | | | | | | | | | | | | |
|----------------------------------|------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| | Project1 | Project2 | Project3 | Project4 | Project5 | Project6 | Project7 | Project1 | Project2 | Project3 | Project4 | Project5 | Project6 | Project7 | Project1 | Project2 | Project3 | Project4 | Project5 | Project6 | Project7 |
| Name | Th | Fr | Sat | Sun | Mon | Tue | Wed | Th | Fr | Sat | Sun | Mon | Tue | Wed | Th | Fr | Sat | Sun | Mon | Tue | Wed |
| Ivanov | 6-15 | 14-23 | 22-6 | Day off | 6-15 | 14-23 | 22-6 | Day off | 6-15 | 14-23 | 22-6 | Day off | 6-15 | 14-23 | 22-6 | Day off | 6-15 | 14-23 | 22-6 | Day off | 6-15 |
| Petrov | Day off | 6-15 | 14-23 | 22-6 | Day off | 6-15 | 14-23 | 22-6 | Day off | 6-15 | 14-23 | 22-6 | Day off | 6-15 | 14-23 | 22-6 | Day off | 6-15 | 14-23 | 22-6 | Day off |
| Vasiliev | 22-6 | Day off | 6-15 | 14-23 | 22-6 | Day off | 6-15 | 14-23 | 22-6 | Day off | 6-15 | 14-23 | 22-6 | Day off | 6-15 | 14-23 | 22-6 | Day off | 6-15 | 14-23 | 22-6 |
| Sidorov | 14-23 | 2-6 | Day off | 6-15 | 14-23 | 22-6 | Day off | 6-15 | 14-23 | 22-6 | Day off | 6-15 | 14-23 | 22-6 | Day off | 6-15 | 14-23 | 22-6 | Day off | 6-15 | 14-23 |
| Total number of employees | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |

Working days – 22

Days off – 8

The number of working hours in a 40-hour five-day working week is 175

The following employees read and agreed with the schedule:

Ivanov I.I.

Petrov P.P.

Vasiliev V.V.

Sidorov S.S.

Symbols in the schedule:

Break time: _____

The schedule is developed by: _____

The schedule is agreed: _____

**Agreement
on Cooperation for Implementing the Social Project
«Day Center»**

(city/town/village) _____ «__» _____ 2020

The non-governmental organization «_____», hereafter referred to as «Society», represented by the Director _____, acting under the Corporate Charter as the First Party and the Foundation «_____», hereafter referred to as «Foundation», represented by the Director _____, acting under the Corporate Charter hereafter referred to as «Parties», concluded the following Agreement:

1. General terms

1.1. The aim of the Agreement is to establish terms of cooperation, reciprocal rights and obligations of the Parties within implementation of the social project «_____» (01.03.2020 — 31.07.2021).

1.2. The Program of urgent social low-threshold help to the homeless at the day center, the Schedule of Activities and the Project Budget are the key documents that regulate aims, objectives, time frame, financing and other terms of the project implementation. The Parties are guided by these documents under this Agreement.

1.3. The Foundation provides:

- consultative support to the specialists of the Society to ensure their further participation in the project (in accordance with their functions in the project) from 01.03.2020 to 31.07.2021 for at least 1000 hours.

- use of the premises _____ in the office _____ at the address: _____, office equipment (computer, 3 items., and 1 printer) from 01.03.2020 to 31.07.2021 for at least 1000 hours.

1.4. The Society organizes urgent social low-threshold help for the homeless at the day center.

2. Rights and Obligations of the Parties

2.1. The Foundation is committed to:

2.1.1. Ensure the participation of the Foundation experts in consultations for the Society specialists.

2.1.2. Actively participate in the project implementation.

2.1.3. Monitor the project implementation and reporting.

2.2. The Society is committed to:

2.2.1. Implement the project under the Agreement, provide urgent social low-threshold help to the homeless at the day center.

2.2.2. Assure that the received funds are used for the implementation of the project "Day Center";

2.2.3. Provide information on the project implementation upon the request of the Foundation.

3. Confidentiality

Information in this Agreement is confidential and may not be distributed to third parties.

4. Final Clauses

- 4.1. This Agreement shall become effective after being signed and is valid during the implementation of the project "Day Center" till 31.07.2021.
- 4.2. Amendments to this Agreement are documented as additional agreements and are signed by an authorized representative of the Parties.
- 4.3. This Agreement is drawn up in two copies of equal legal power, one copy for each Party.
5. Bank details and signatures of the Parties.

Appendix N 11.

ORDER N_____

Perm «__» _____ 2020

For the implementation of the project "Generations' Conscience"

I shall order:

1. The project leader *Name* shall send the report on the project "Generations' Conscience" funded by the Foundation "Looking Forward" (Agreement N _____ of «__» _____ 2020).
2. The project leader *Name* shall send a draft of the interim project report to the Head for the approval by «__» _____ 2020, send the final project report to the Head by «__» _____ 2021.
3. The consultant *Name* shall send an administrative note on the project implementation for the period from «__» _____ 2020 to «__» _____ 2020 to the Head by «__» _____ 2020; for the period «__» _____ 2020 to «__» _____ 2021 by «__» _____ 2021.
4. Ensure the storage location of the printed project documentation in the organization's safe box in the office of the Head; accounting, financial, HR documentation and contracts in the safe box in the accountant's office; documentation in the digital form should be stored on the organization's server in the file "Projects 2020" in the sub-file "Outward Glance"; accounting, financial, HR documentation and contracts in the digital form should be encrypted and stored on a hard drive in the accountant's office.
5. I shall personally supervise the implementation of the order.

Director _____

The order is read and agreed by:

_____/job title, Name
(signature)

_____/job title, Name
(signature)

ORDER N_____

Perm «__» _____ 2020

For proper documentation on the project "Step into the Future"

I shall order:

1. The office manager shall ensure keeping documentation on the project "Step into the Future" (Agreement N ___ of «__» _____ 2020) in printed and digital forms (in a flash card) and in the safe box in the Head's office.
2. The office manager shall ensure transformation of all documentation on the project "Step into the Future" in a digital form (Agreement N ___ of «__» _____ 2020) and the subsequent storing of the project documentation on a flash card.
3. I shall personally supervise the implementation of the order.

Director _____

The order is read and agreed by:

_____/job title, Name

(signature)

Appendix N13.

ORDER N

Perm «__» _____ 2020 г.

For the proper completion the project "Generations' Conscience"

I shall order:

1. The project leader *Name* is charged with the responsibility of sending the report (interim and final) on the project "Generations' Conscience" funded by the Foundation "Looking Forward" Agreement N _____ of «__» _____ 2020).
2. The project leader *Name* shall send a draft of the interim project report to the Head for approval by «__» _____ 2020, and the final project report to the Head by «__» _____ 2021.
3. The consultant *Name* shall send an administrative note on the project implementation for the period from «__» _____ 2020 to «__» _____ 2020 to the Head by «__» _____ 2020; for the period «__» _____ 2020 to «__» _____ 2021 by «__» _____ 2021.
4. I shall personally supervise the implementation of the order.

Director _____

The order is read and agreed by:

_____/job title, Name

(signature)

_____/job title, Name

(signature)

Appendix №14.

ORDER № _____

Perm «__» _____ 2020

To prepare reporting on the project "Step into the Future"

I shall order:

1. The office manager *Name* shall ensure storage of documentation on the project "Step into the Future" (agreement N ____ of «__» _____ 2020) in printed and digital forms (in a flash card) and in the safe box in the Head's office.
2. The office manager shall ensure transferral of all documentation on the project "Step into the Future" into a digital form (Agreement N ____ of «__» _____ 2020) and its subsequent storage on a flash card.
3. I shall personally supervise the implementation of the order.

Director _____

The order is read and agreed by:

_____/job title, Name

(signature)