



Inter-American Institute for
Cooperation on Agriculture

Macroprocess 11 Financial Management

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Macroprocess

11 Financial Management

Objective

Ensure the effective and transparent use of financial resources by defining, executing and verifying guidelines and providing financial and accounting services, ensuring that all objectives are achieved.

Scope

Hemispheric level.
Technical-regulatory actions and execution.
Centralization at strategic levels and at Headquarters.
Partially decentralized at the tactical and operational levels, by region and country.

Inputs	Processes	Outcomes
Payment request - Daily bank account balances - Requests to open, maintain and provide support for account management.		<ul style="list-style-type: none"> • Timely payment • Daily availability of funds • Institutional financial reports
	11.1 Payment processing.	
	11.2 Resource availability.	
	11.3 Financial - Accounting Management.	
	11.4 Processing of, and follow-up to, administrative and financial aspects of external projects - counterpart.	

Process

11.1 Payment Processing.

Objective	Guarantee the payment of goods and services in accordance with procurement terms.
Scope	Hemispheric level Execution and technical-regulatory actions. Centralized at strategic levels and at Headquarters. Decentralized at the tactical and operational levels, by region and country.
Specific Policies and Rules	1. All units - Headquarters and Delegations - requesting payment for goods or services must abide by the relevant policies and rules and use the forms established by IICA to channel said payments through the Financial Management Division. 2. All payment requests must be submitted to Financial Management, in accordance with the established requirements and accompanied by the relevant annexes (via the Information System).
Information Systems	SAP – SAPIENS – Office – E-mail - SIG
Indicators	<ul style="list-style-type: none"> • Percentage of payments made according to the established terms. • Percentage of payroll payments discharged in a timely manner (Local and International).

Process	Subprocess
11.1 Payment processing.	11.1.1 Validation of information.
	11.1.2 Payment generation, approval and verification.

Subprocess

11.1.1 Validation of Information.

Objective	Recibir información (formularios, facturas y solicitudes) y verificar que cumpla con la normativa correspondiente y/o términos del contrato.	
Inputs	Background Information	Reference Material
	<ul style="list-style-type: none"> • Payment request. • Local and international form. • Travel authorization form. 	<ul style="list-style-type: none"> • Financial regulations. • Internal policies and rules. • Accounting manual. • Personnel Manual. • Service Agreement. • Annual Budget Plan. • Manual for the Procurement of Goods and Services. • IICA Strategic Plans. • SAP form - payment with Form FB60. • I-4 form: Authorization for Official Travel and Per Diem Request. • IICA I-5 Form - for Expenditure report • I-14 form - Overtime authorization. • Purchasing Plan. • Purchase Order. • Electronic invoice.
Outcomes	<ul style="list-style-type: none"> • Validated payment request. • Validated local and international forms. 	

11.1 Payment Processing.

11.1.1 Validation of Information.

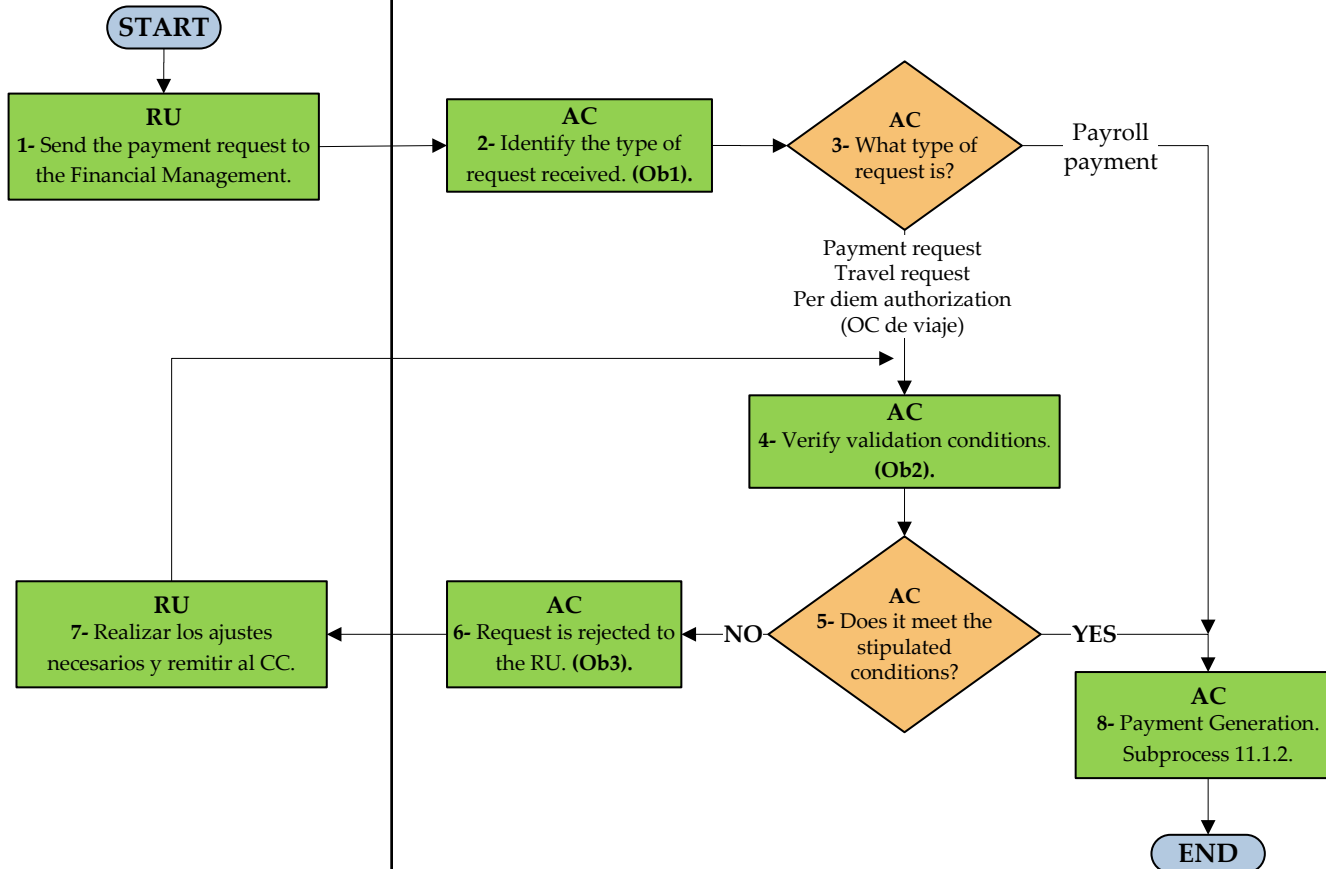
INVOLVED

Financial Manager (FM)
Treasury Coordinator (TC)
External Resources Coordinator (ERC)
Accounting Coordinator (AC)*
Requesting Unit (RU)

Entity

Financial Area

Comments



*Office comprised of Country Units (CUs), Operations Units (OUs) and Analysis and Consolidation Units (ACUs).

Ob1: Accounting Coordination Unit receives the Payment Request and Travel Request - per diem authorization and Payroll Payment directly through the computer system.

Ob2: Conditions:
- Consistency with the purchase order
- Attached invoice
- Budget availability
- Authorized signatures.

Ob3: When a request is rejected, a clear explanation must be provided for the reason behind the decision.

Subprocess

11.1.2 Payment Generation, Approval and Verification.

Objective	Ensure the appropriate recording, processing and approval of each document, in order to guarantee the timely payment of all obligations, in accordance with the established schedule.	
Inputs	Background Information	Reference Material
	<ul style="list-style-type: none"> Validated payment request. Validated Travel Authorization. Validated local and international Form. 	<ul style="list-style-type: none"> Financial regulations. Internal policies and rules. Accounting Manual. Personnel Manual. Service Agreement. Annual Budget Plan. Manual for the Procurement of Goods and Services. IICA Strategic Plans. SAP form - payment with Form FB60. Travel Authorization. Expenditure Report Form Form I-14 - Overtime Authorization. SC/DG-099. Purchase plan. Purchase Order. Electronic invoice.
Outcomes	Timely payment in accordance with the requirements.	

11.1 Payment Processing.

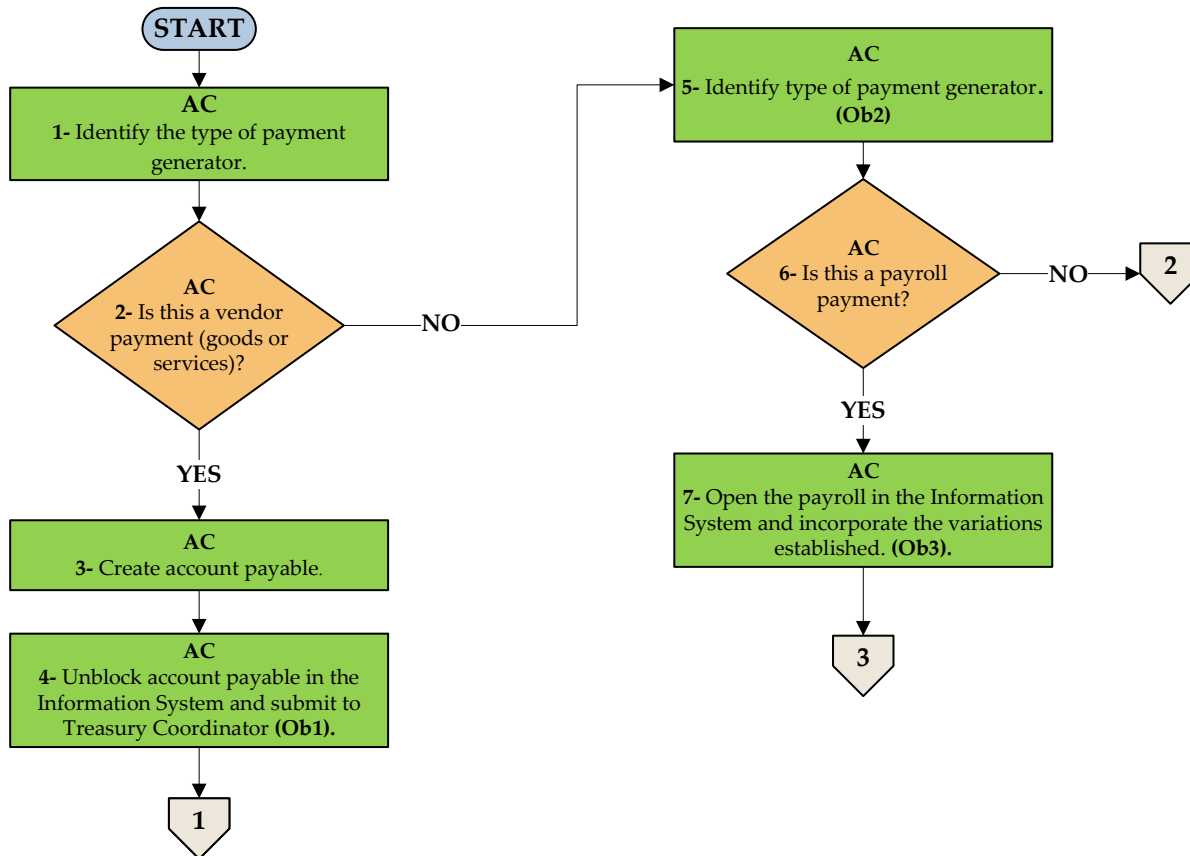
11.1.2 Payment Generation, Approval and Verification.

INVOLVED

Financial Manager (FM)
Treasury Coordinator (TC)
External Resources Coordinator (ERC)
Accounting Coordinator (AC)*

Financial Area

Comments



*Office comprised of Country Units (CUs), Operations Units (OUs) and Analysis and Consolidation Units (ACUs).

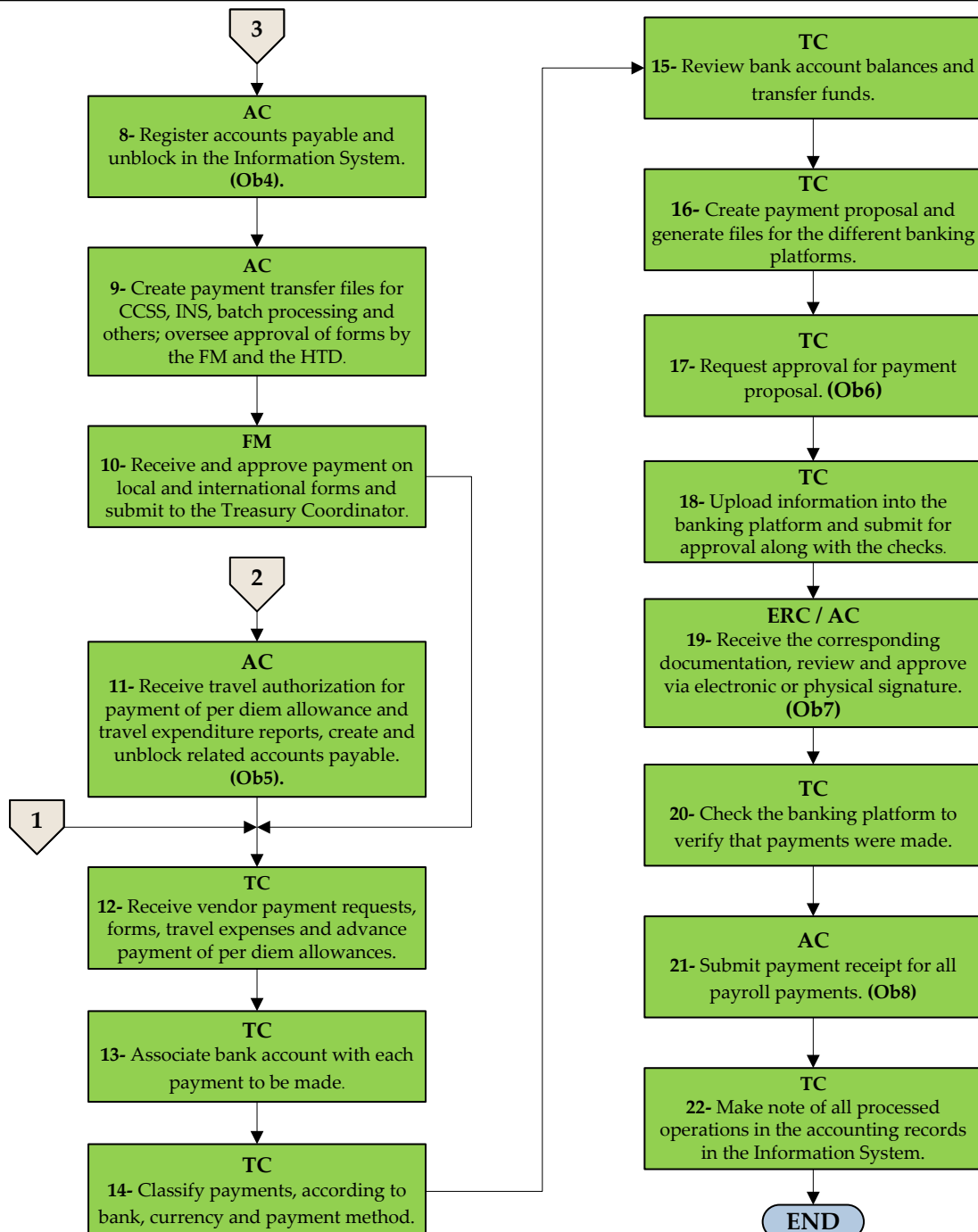
Ob1: Activity carried out by the Operations Unit Coordinator.

Ob2: The type of payment generator associated with the staff is identified.

Ob3: Variations resulting from personnel actions: termination of services, subsidies, years-of-service recognition, overtime, etc.

Financial Management

Comments



Ob4: Expenses: INS, CCSS, savings funds, IICA insurance plan, among others. The Operations Unit Coordinator is in charge of unblocking the account payable.

Ob5: Part of process 12.1.10 Travel management (planned travel) or 12.1.11 Travel management (unplanned travel). All necessary supporting documents needed to process payments must be attached. If the travel expenditure report is in IICA's favor, the charge procedure is carried out; if the difference is zero, the amount is entered and filed.

Ob6: The proposal must be approved by the Treasury Coordinator.

Ob7: Depending on the established limits, two authorized signatories may be required.

Ob8: Vendor payment confirmation must be issued directly through the banking platform, depending on the availability of the service.

Process

11.2 Resources Availability.

Objective	Ensure the transparent generation and utilization of cash flow, in accordance with the policies, rules and stipulations of the annual operational budget.
Scope	Hemispheric level Execution and technical-regulatory actions. Centralized at strategic levels and at Headquarters. Decentralized at tactical and operational levels, per region and country.
Specific Policies and Rules	1. The availability of resources in the bank accounts of Headquarters will be reviewed, after all income and expenditure, as well as placement of funds in short-term investments, have been duly recorded.
Information Systems	Online banking systems at Headquarters - SAP.
Indicators	Percentage of income records documented in a timely manner (Quota Payments from Member States - External Resources) in relation to all incoming funds identified in the accounts.

Process	Subprocess
11.2 Resource availability.	11.2.1 Daily availability of funds.
	11.2.2 Income and expenditure records.
	11.2.3 Short-term investments.

Subprocess

11.2.1 Daily Availability of Funds.

Objective	Calculate resource availability at the start of the day in order to have a clear understanding of funds available to cover pending obligations.	
Inputs	Background Information	Reference Material
	<ul style="list-style-type: none"> Daily bank account balance. 	<ul style="list-style-type: none"> Financial regulations. Internal policies and rules. Accounting Manual. IICA strategic plans. Annual Budget Plan. Purchase Orders.
Outcomes	Initial cash flow.	

11.2 Resource Availability.

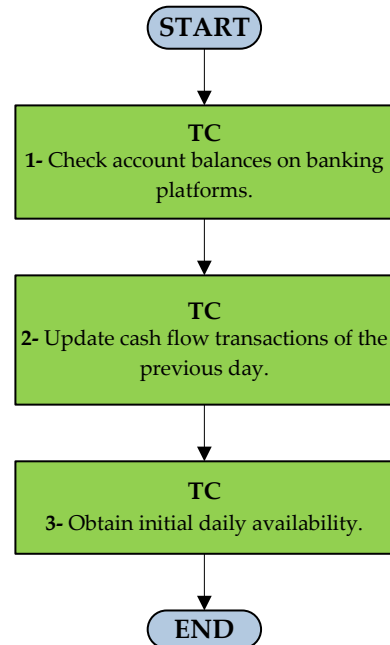
11.2.1 Daily Availability of Funds.

INVOLVED

Financial Manager (FM)
Treasury Coordinator (TC)
External Resources Coordinator (ERC)
Accounting Coordinator (AC)*

Financial Area

Comments



*Office comprised of Country Units (CUs), Operations Units (OUs) and Analysis and Consolidation Units (ACUs).

Subprocess

11.2.2 Income and Expenditure Records.

Objective	Ensure that income received from payment of Member State quotas and/or from external resources, as well as expenses to be paid and funds requested by each Delegation, are recorded in a timely and efficient manner.	
Inputs	Background Information	References
	<ul style="list-style-type: none"> • Bank account statements. • Request for funds by a Delegation. • Request for advance payment for projects. • Entries generated by the payment process 	<ul style="list-style-type: none"> • Financial regulations. • Internal policies and rules. • Accounting Manual. • IICA Strategic Plans. • Form: I-2 - Request for funds. • Memo 031-2018 Request for Funds I-2. • Annual Budget Plan. • Purchase Orders.
Outcomes	Timely recording of incoming funds and payment of pending obligations Updated cash flow.	

11.2 Resource Availability.

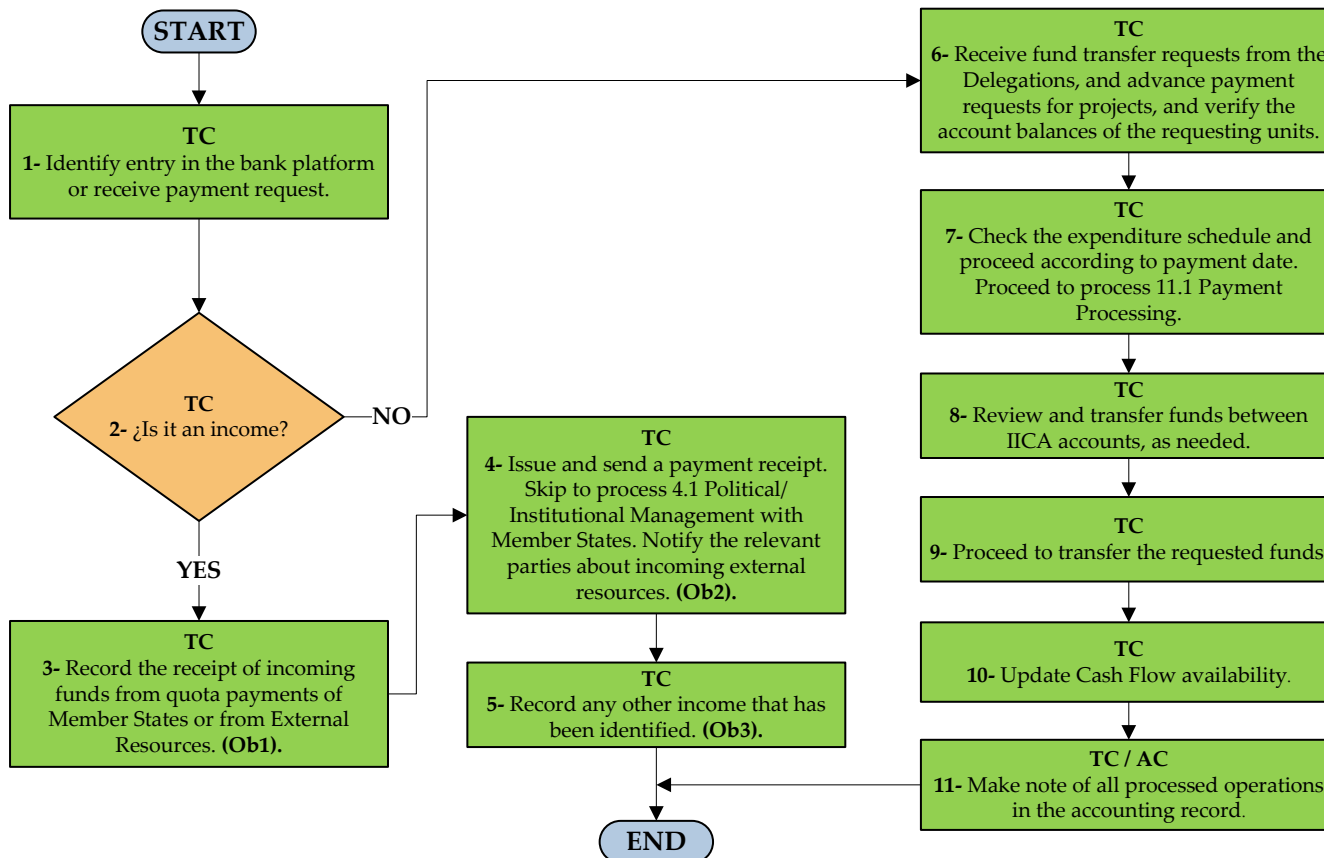
11.2.2 Income and Expenditure Records.

INVOLVED

Financial Manager (FM)
Treasury Coordinator (TC)
External Resources Coordinator (ERC)
Accounting Coordinator (AC)*

Financial Area

Comments



*Office comprised of Country Units (CUs), Operations Units (OUs) and Analysis and Consolidation Units (ACUs).

Ob1: Update the record of quota payments from Member States and income control and notify the General Directorate.

If the resources are received by a Delegation other than the one that is managing the project, coordinate inter-company entry with the Country Unit.

Ob2: Payment receipt, along with a statement of account are submitted for consideration when drafting the letter.

Ob3: For example, from interest, sale of assets, tax recovery, insurance reimbursements, ICR transfers and other income.

Subprocess

11.2.3 Short-term Investments.

Objective	Make short-term investments to improve performance, in keeping with policies and rules, thereby making use of idle resources to generate additional income for IICA, while bearing in mind expenditure planning.	
Inputs	Background Information	Reference Material
	<ul style="list-style-type: none"> • Projected cash flow. • Investment control. 	<ul style="list-style-type: none"> • Financial regulations. • Internal policies and rules. • Accounting Manual. • IICA strategic and tactical plans. • Yearly Budget Plan. • Purchase Orders
Outcomes	Availability of funds to ensure optimal use of resources.	

11.2 Resource Availability.

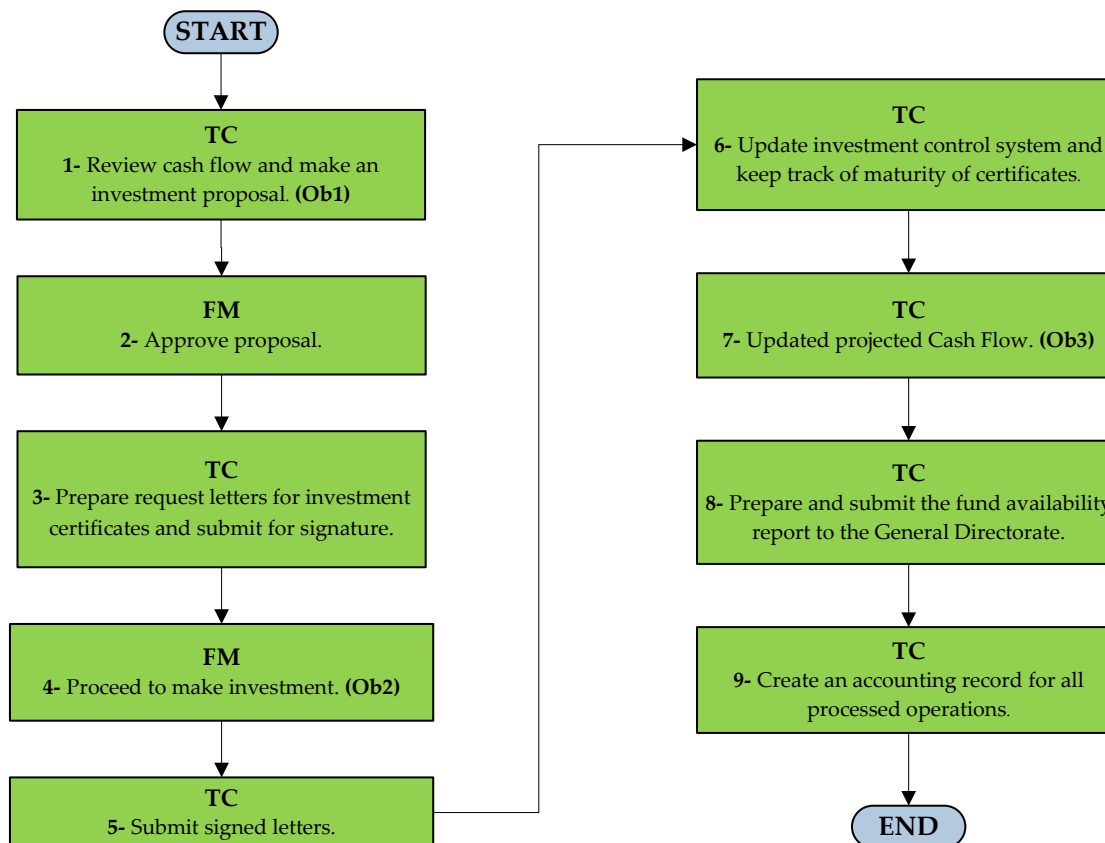
11.2.3 Short-term Investment.

INVOLVED

Financial Manager (FM)
Treasury Coordinator (TC)
External Resources Coordinator (ERC)
Accounting Coordinator (AC)*

Financial Area

Comments



*Office comprised of Country Units (CUs), Operations Units (OUs) and Analysis and Consolidation Units (ACUs).

Ob1: Future payment of planned expenditure must be considered, as well as the maturity of investments, in accordance with the Investment Control system.

Ob2: Via banking platform (Bank of America), and signed letter (BAC). Two joint signatures are required from the FM and the AC (banking platform). FM – AC – CSP – CAC (signing of letter).

Ob3: Daily availability of funds to ensure optimal use of financial resources.

Process

11.3 Financial – Accounting Management.

Objective	Ensure timely and accurate recording of each financial and accounting transaction executed at IICA, with a view to preparing Institutional Financial Statements that will enable the authorities to make decisions.
Scope	Hemispheric level. Technical - regulatory actions and execution. Centralized at strategic levels and at Headquarters. Decentralized at tactical and operational levels, by region and by country.
Specific Policies and Rules	1. These transactions will be governed by the accounting regulations or any other relevant provision stipulated by IICA Headquarters.
Information Systems	SAP – SUGI - Office – E-mail - Intranet.
Indicators	Proper monthly Financial Statements issued during the first 10 business days of the following month.

Process	Subprocess
11.3 Financial - Accounting Management.	11.3.1 Creation / Updating/ Closing of Bank Accounts.
	11.3.2 Creation or Modification of Master Data.
	11.3.3 Adaptation and Stabilization of the Accounting System.
	11.3.3.1 Response to and Resolution of Accounting System-Related Queries sent by the Delegations and Headquarters.
	11.3.3.2 Improvement Plans for the Accounting System.
	11.3.4 Registration of Charge Advices.
	11.3.5 Accounting Operations and Coordination; Closing Procedures.

Subprocess

11.3.1 Creation / Updating / Closing of Bank Accounts.

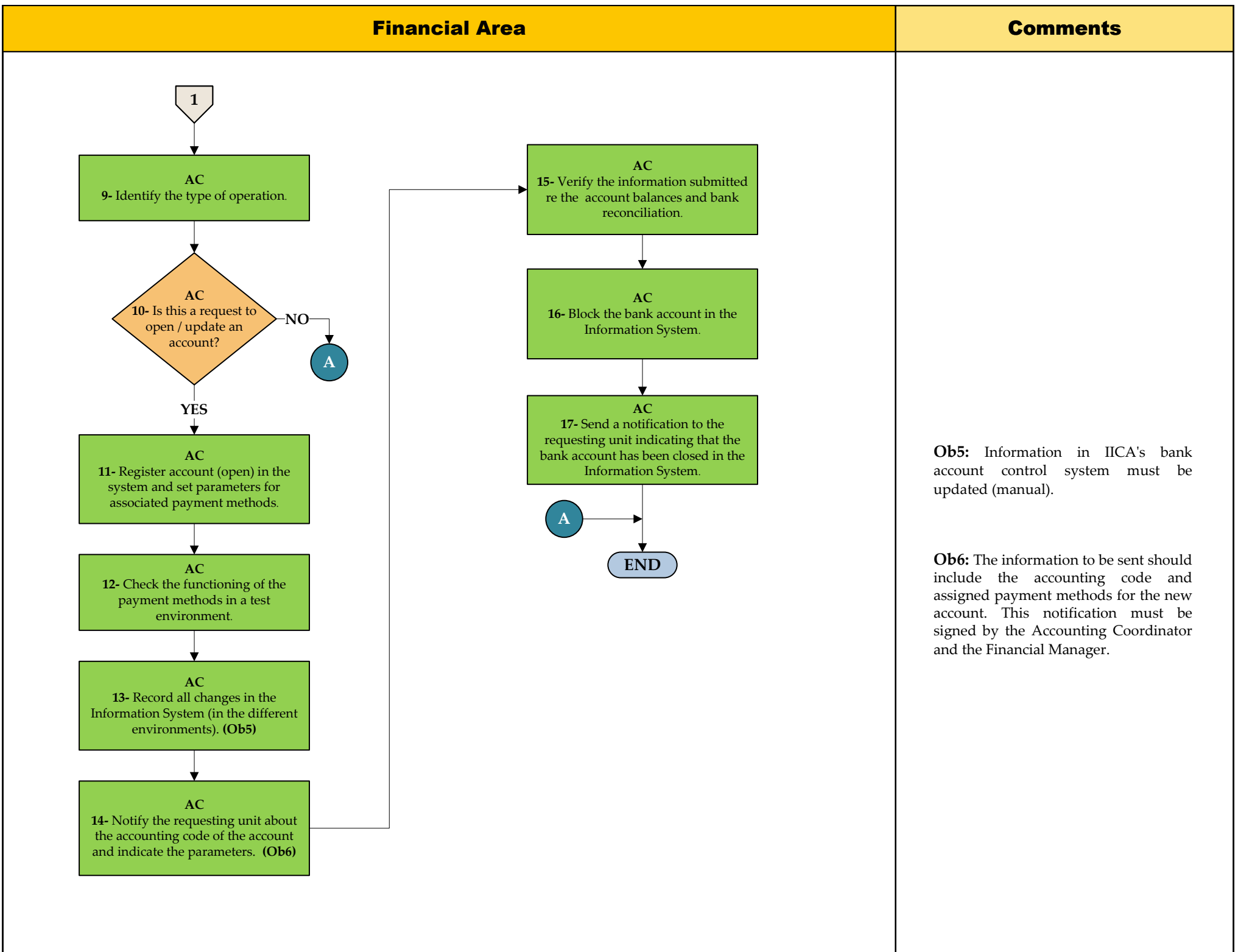
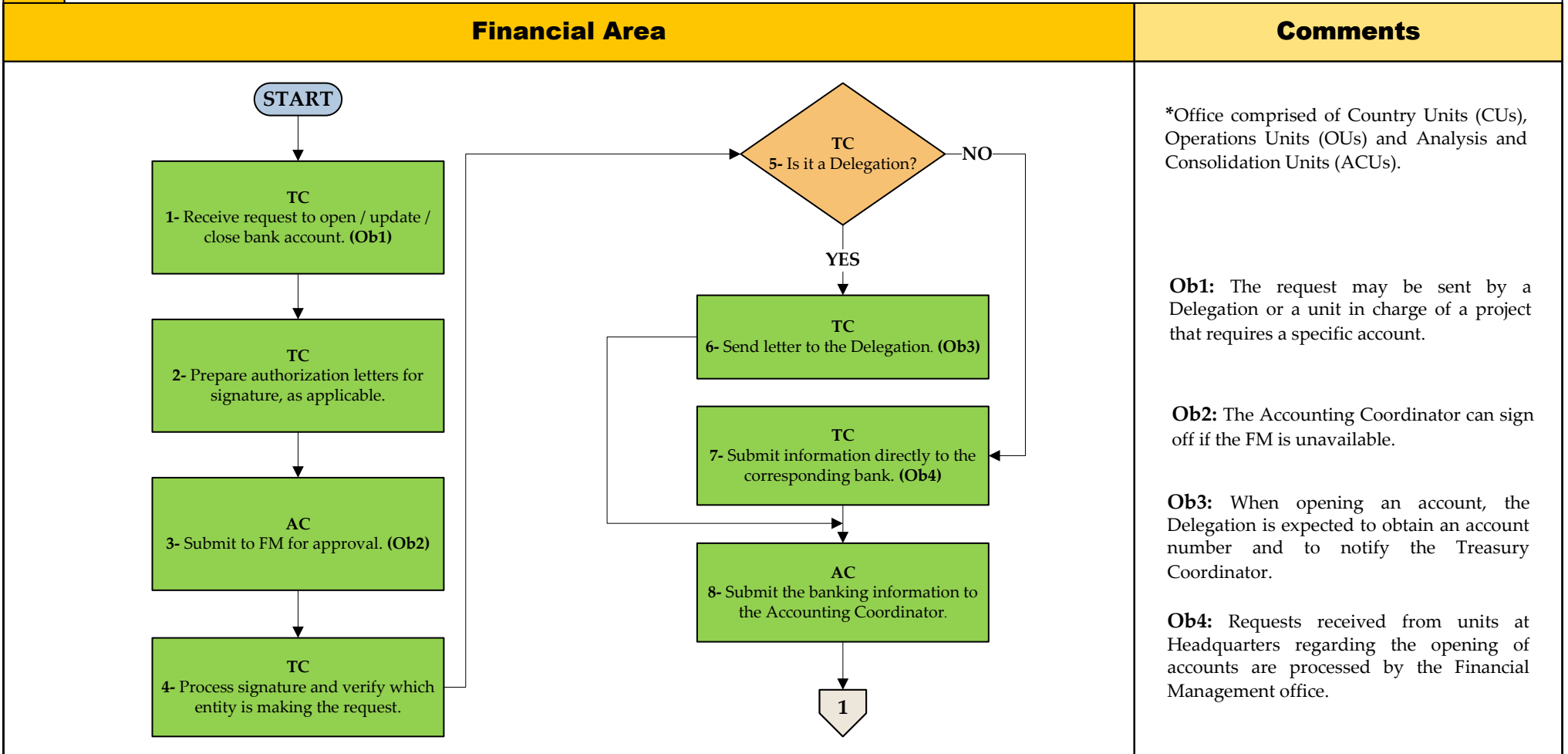
Objective	Manage requests to open, modify or close bank accounts from the Delegations or Headquarters, in order to facilitate daily operations.	
Inputs	Background Information	Reference Material
	<ul style="list-style-type: none"> • Requests to open / update / close bank accounts. 	<ul style="list-style-type: none"> • Financial regulations. • IICA guidelines and procedures to open, update and close bank accounts. • Copy of cards of authorized signatories of the Bank. • Bank reconciliation and bank account statement showing available balances (closing). • Copy of the settlement document showing the bank account balance (closing of the project account). • Internal policies and rules. • Accounting Manual.
Outcomes	Proper processing of bank accounts.	

11.3 Financial – Accounting Management.

11.3.1 Creation / Updating / Closing of Bank Accounts.

INVOLVED

Gerente Financiera (GF)
Coordinación de Tesorería (CT)
Coordinación de Recursos Externos (CRE)
Coordinación de Contabilidad (CC)*



Subprocess

11.3.2 Creation or Modification of Master Data.

Objective	Create or modify the master data accounts to ensure correct and transparent submission of information.	
Inputs	Background Information	Reference Material
	<ul style="list-style-type: none"> Request form to create or modify master data. 	<ul style="list-style-type: none"> Financial regulations. Internal policies and rules. Master data generation form for fixed assets. Master data generation form for accounts. SAP notifications and guidelines.
Outcomes	Master data correctly generated or modified in the Information System.	

11.3 Financial – Accounting Management.

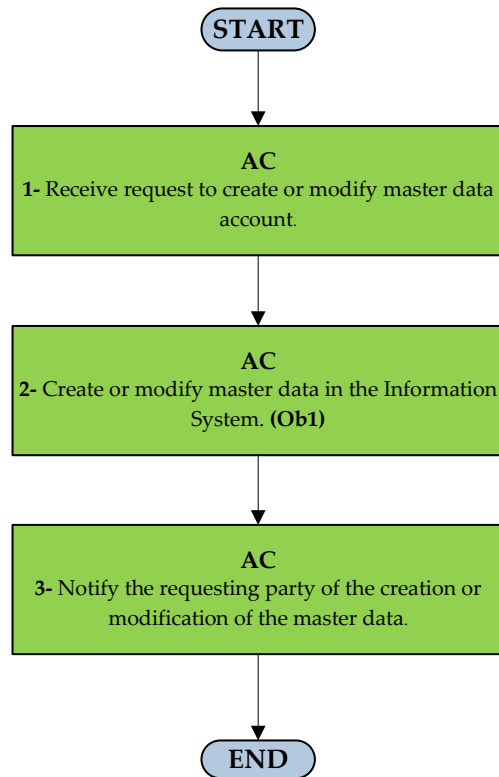
11.3.2 Creation or Modification of Master Data.

INVOLVED

Financial Manager (FM)
Treasury Coordinator (TC)
External Resources Coordinator (ERC)
Accounting Coordinator (AC)*

Financial Area

Comments



*Office comprised of Country Units (CUs), Operations Units (OUs) and Analysis and Consolidation Units (ACUs).

Ob1: Master data is created to register operations.

Subprocess

11.3.3 Adjustment and Stabilization of the Accounting System.

Objective	Adjust the accounting system to enable proper recording of operations on a daily basis, thereby ensuring optimal management of the system.	
Inputs	Background Information	Reference Material
	<ul style="list-style-type: none"> • Exchange rate. • Request to open / modify / close accounts associated with the balance sheet and income statement. 	<ul style="list-style-type: none"> • Financial regulations. • Internal policies and rules. • Accounting manual. • Exchange rate – institutional banking platform.
Outcomes	Information System in optimal condition for proper functioning and submission of information.	

Procedures:

- 11.3.3.1 Response to and Resolution of Accounting System-Related Queries sent by the Delegations and Headquarters.
- 11.3.3.2 Improvement Plans for the Accounting System.

11.3 Financial – Accounting Management.

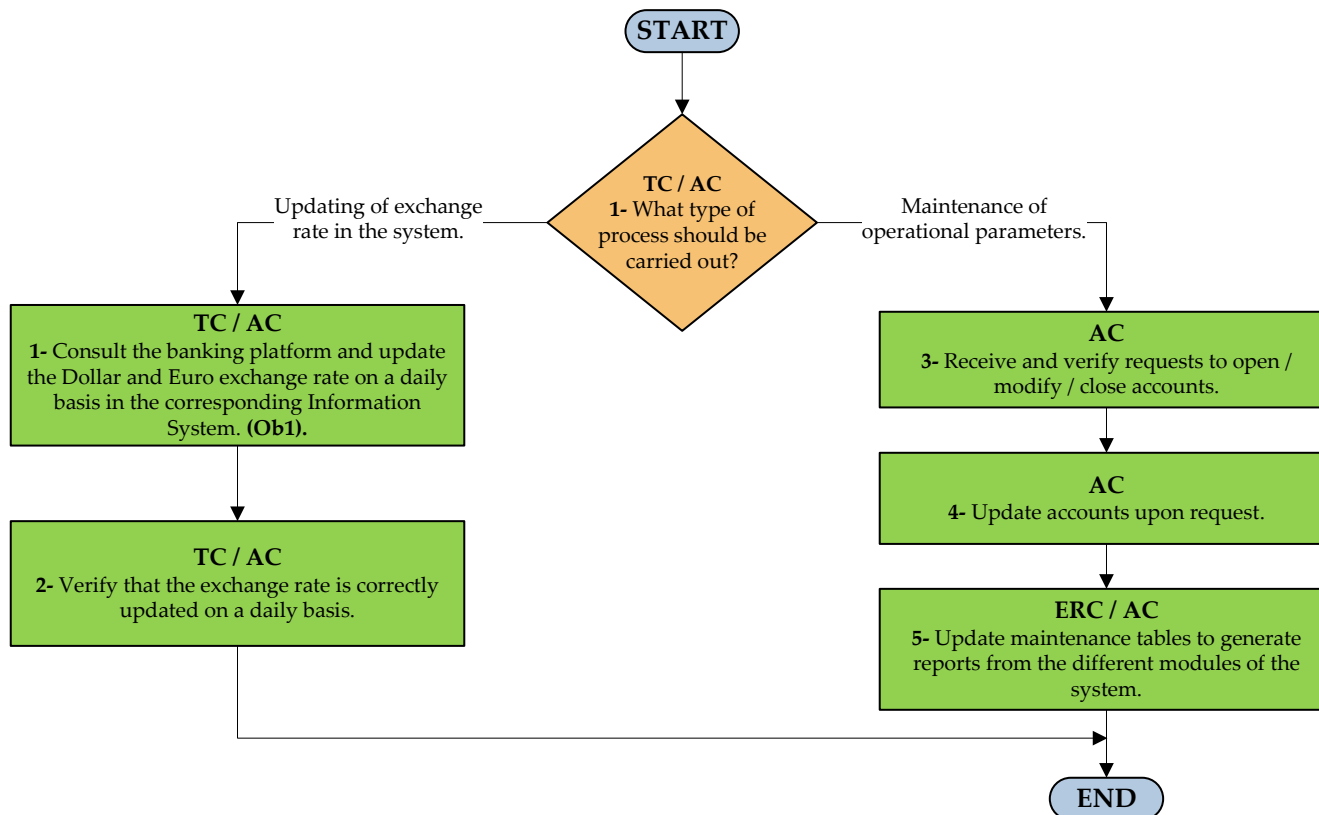
11.3.3 Adjustment and Stabilization of the Accounting System.

INVOLVED

Financial Manager (FM)
Treasury Coordinator (TC)
External Resources Coordinator (ERC)
Accounting Coordinator (AC)*

Financial Area

Comments



*Office comprised of Country Units (CUs), Operations Units (OUs) and Analysis and Consolidation Units (ACUs).

Ob1: The TC updates the Dollar and Euro exchange rates at Headquarters. The AC updates the Euro exchange rate at the Office in Spain.

11.3 Financial - Accounting Management.

11.3.3 Adjustment and Stabilization of the Accounting System.

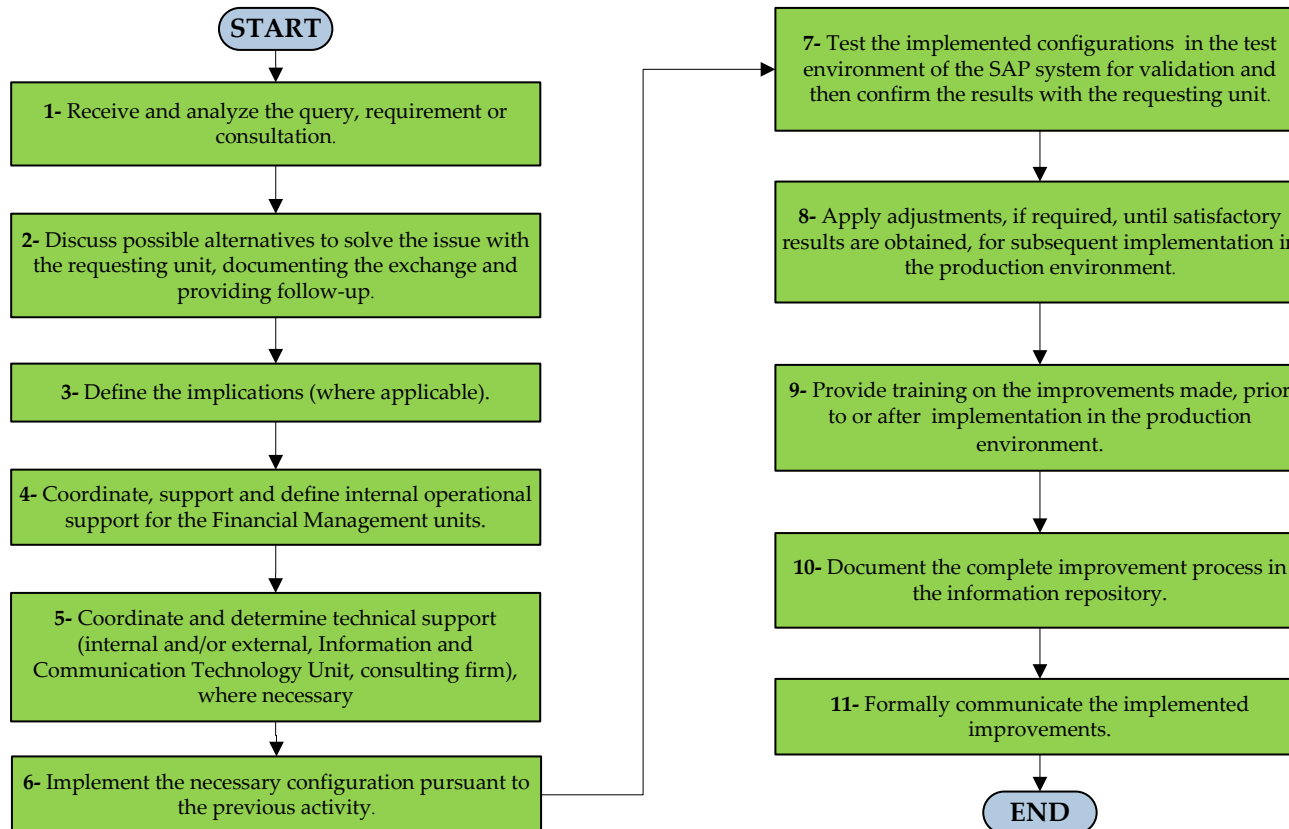
11.3.3.1 Response to and Resolution of Accounting System-Related Queries of the Delegations and Headquarters.

OBJECTIVE

Receive, address and resolve queries submitted by the Delegations and Headquarters regarding the accounting system.

Financial Management

Comments



11.3 Financial – Accounting Management.

11.3.3 Adjustment and Stabilization of the Accounting System.

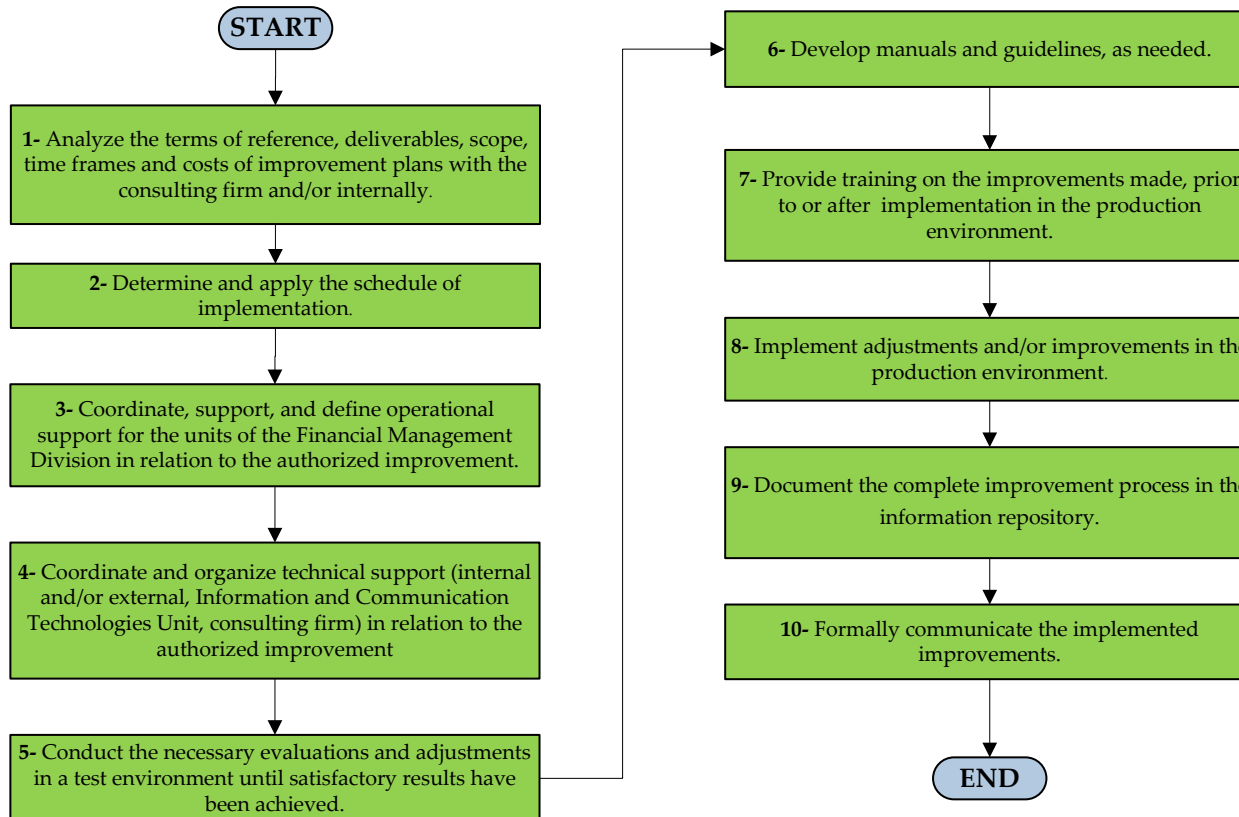
11.3.3.2 Improvement Plans for the Accounting System.

OBJECTIVE

Analysis and implementation of improvement plans for the accounting system.

Financial Area

Comments



Subprocess

11.3.4 Registration of Charge Advices.

Objective	Create an accounting record of charge advices between Delegations and between the Financial Management Unit and the Delegations.	
Inputs	Background Information	Rerefence Material
	<ul style="list-style-type: none"> • Charge advices between Delegations. • Charge advices between units at Headquarters. • Charge advices between the FM and the Delegations. 	<ul style="list-style-type: none"> • Financial regulations. • Internal policies and rules. • Accounting Manual.
Outcomes	Charge advices that have been properly recorded and processed, in keeping with the stipulated conditions.	

11.3 Financial – Accounting Management.

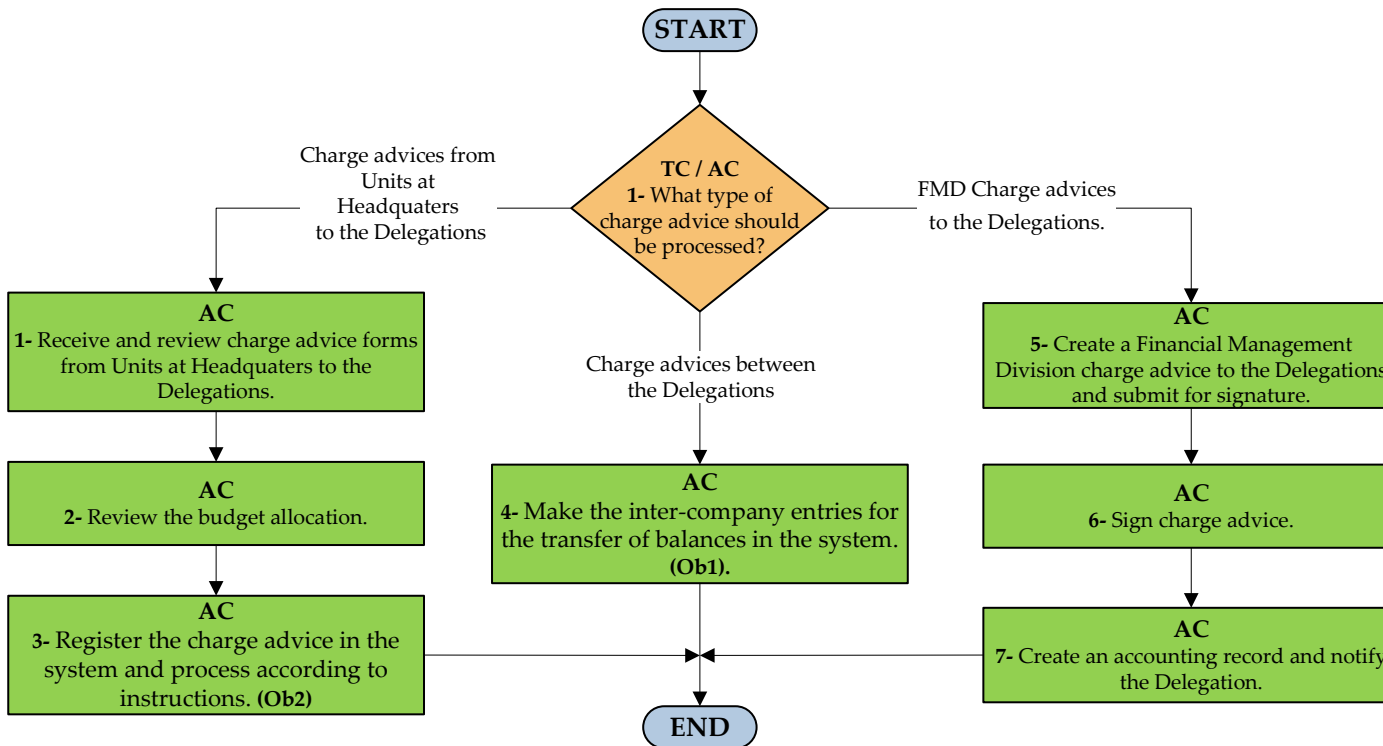
11.3.4 Registration of Charge Advices.

INVOLVED

Financial Manager (FM)
Treasury Coordinator (TC)
External Resources Coordinator (ERC)
Accounting Coordinator (AC)*

Financial Area

Comments



*Office comprised of Country Units (CUs), Operations Units (OUs) and Analysis and Consolidation Units (ACUs).

Ob1: Entails an examination of the budgetary reserve, supporting documentation as required, and verification of the payment.

Ob2: The payment will be made when the corresponding support is received.

Subprocess

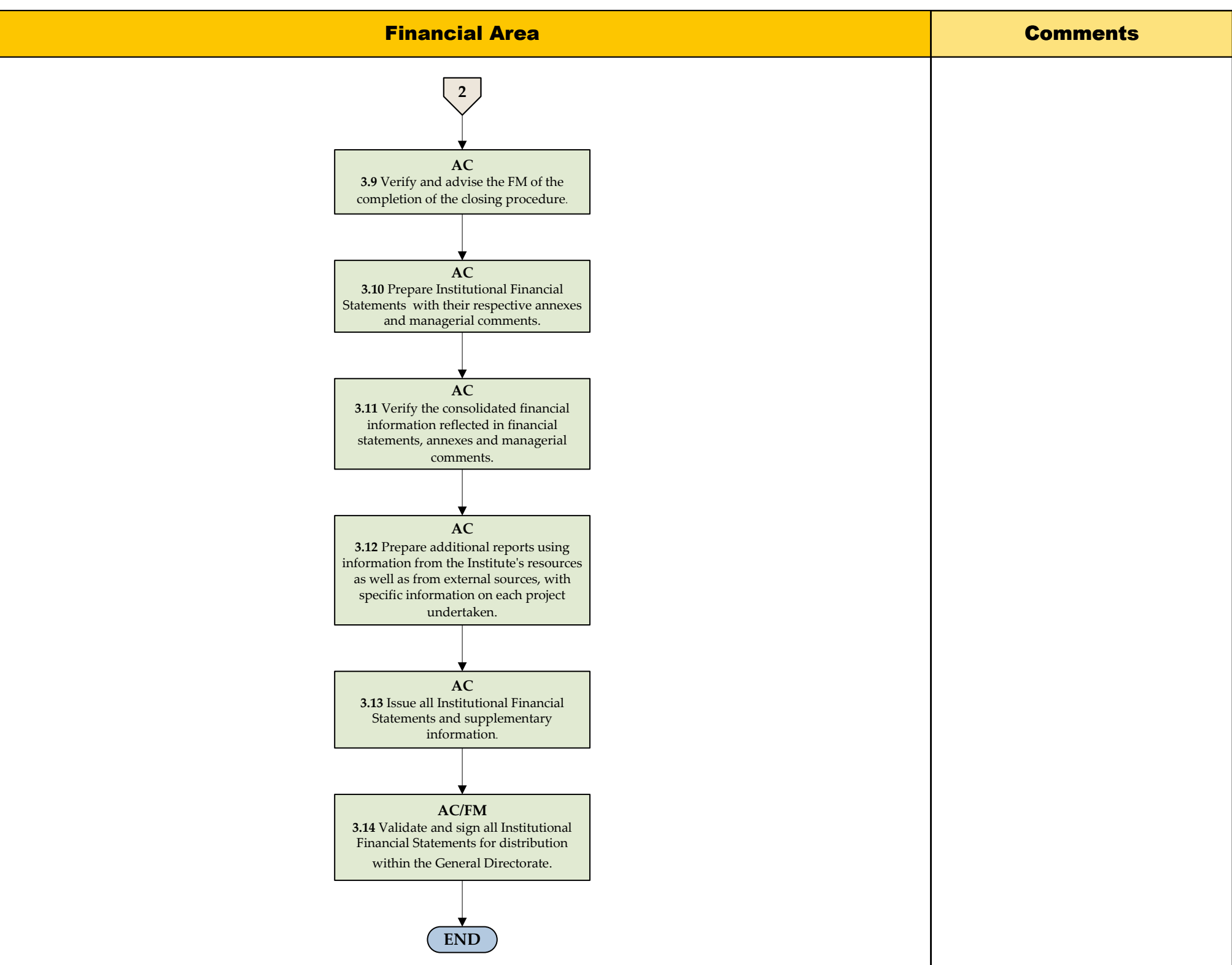
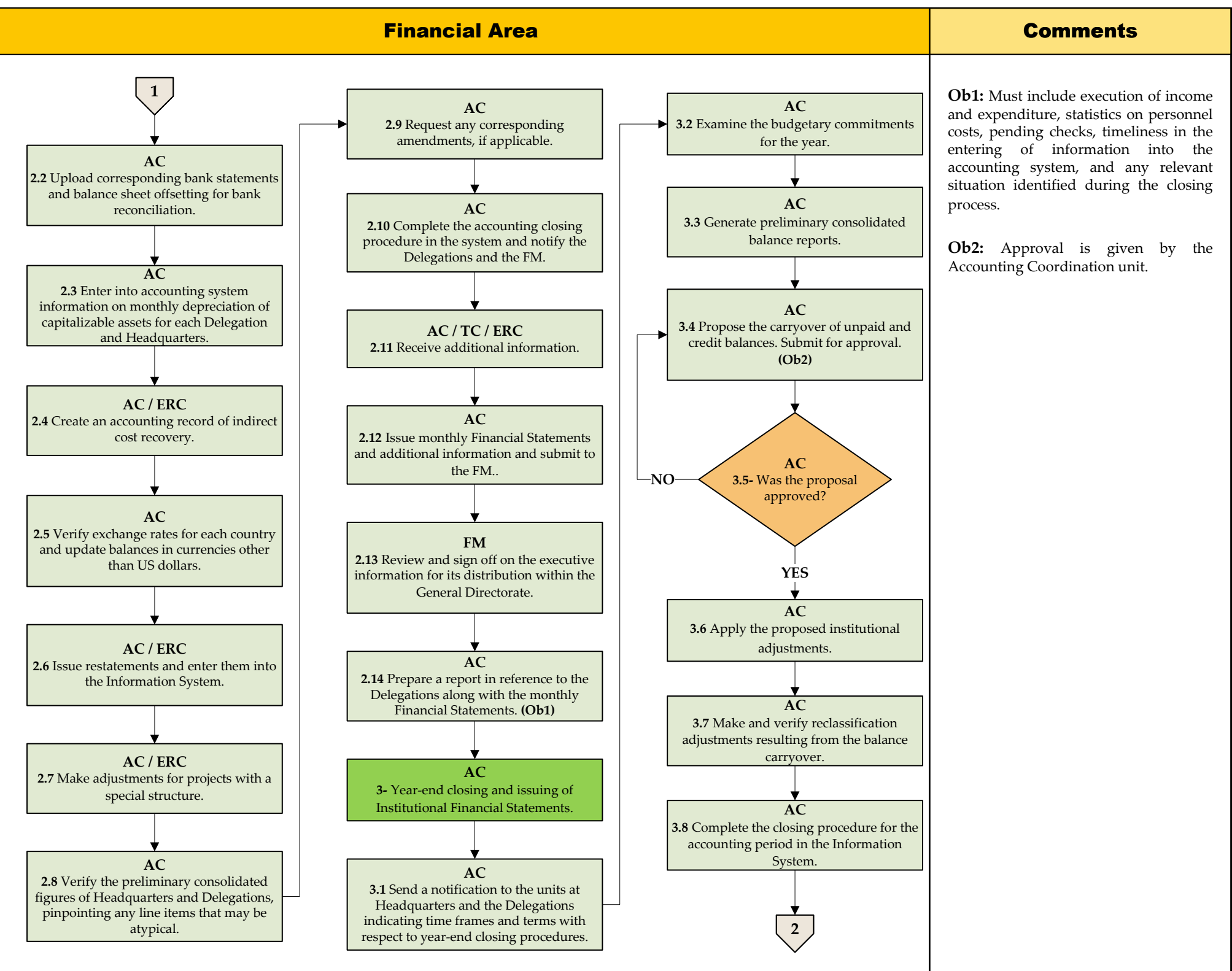
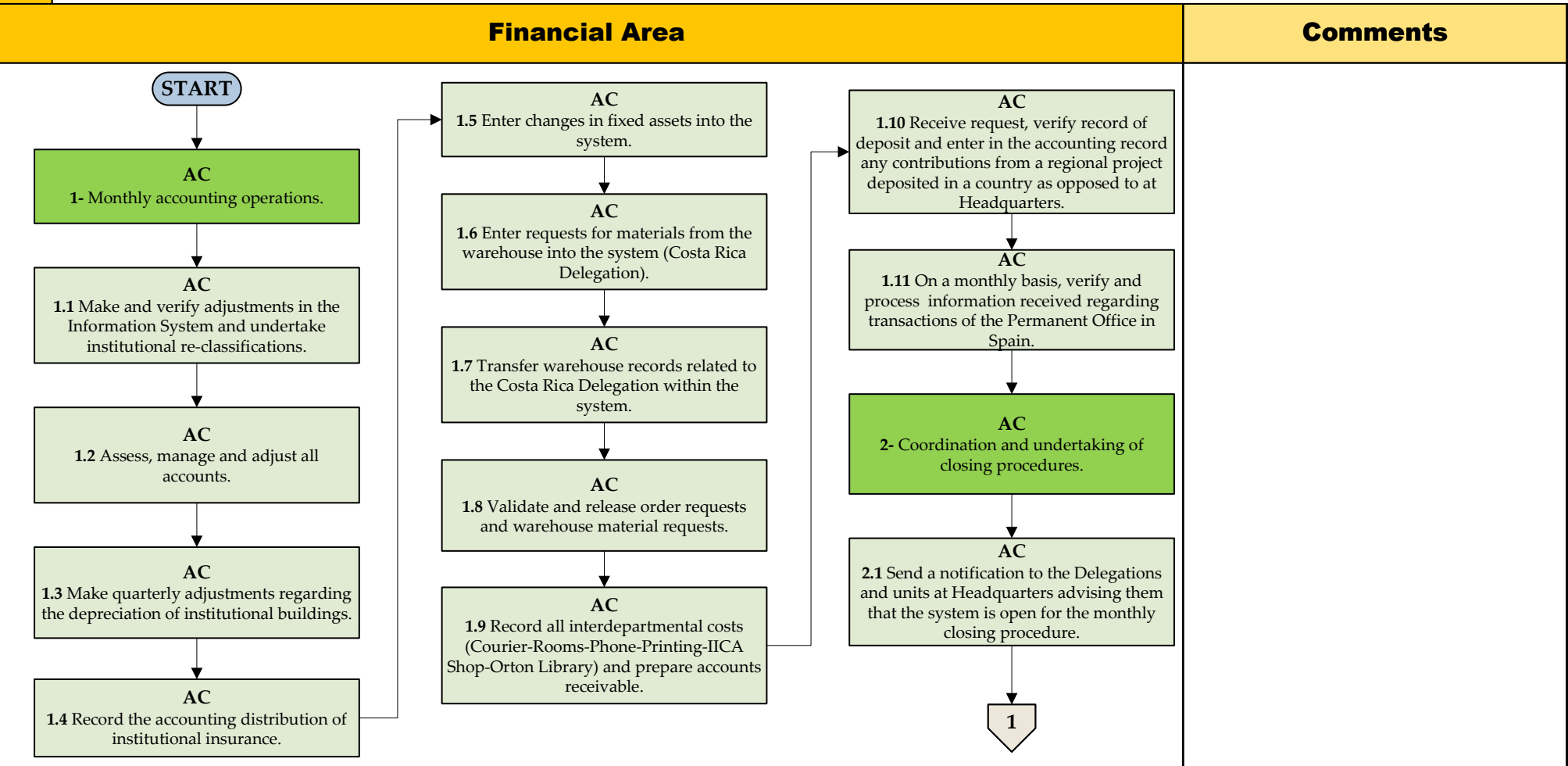
11.3.5 Accounting Operations and Coordination; Closing Procedures.

Objective	Consolidar la información financiera del IICA, asegurando el correcto y confiable registro contable de las cuentas de activos, pasivos y resultados por parte de cada una de las Representaciones y entidades de la Sede Central, con la finalidad de emitir los Estados Financieros Institucionales.	
Inputs	Background Information	References
	<ul style="list-style-type: none"> Accounting records of the Delegations and units at Headquarters. 	<ul style="list-style-type: none"> Financial regulations. Internal policies and rules. Accounting Manual. Memorandum of monthly balance sheets.
Outcomes	Monthly financial statements that enable the Division to implement corrective actions and make strategic decisions.	

11.3 Financial – Accounting Management.

11.3.5 Accounting Operations and Closing Procedures.

INVOLVED	Financial Manager (FM) Treasury Coordinator (TC) External Resources Coordinator (ERC) Accounting Coordinator (AC)
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Process

11.4 Response to and Monitoring of Administrative and Financial Aspects of External Projects – Counterpart

Objective	Support and monitor the execution, administrative closure and rendering of accounts for projects using external resources and prepare information related to the Institute's economic and financial capacity and control mechanisms in response to requests made by counterparts or national and international entities.
Scope	Hemispheric level. Execution and technical-regulatory actions. Centralized at strategic levels and Headquarters. Decentralized at tactical and operational levels, by region and country.
Specific Policies and Rules	<ul style="list-style-type: none"> • Handbook for external resource management. • Considerations regarding international certifications. • Any other provision agreed to with the counterpart.
Information Systems	SAP / Excel / E-Mail / SUGI
Indicators	<ul style="list-style-type: none"> • Rate of response to inquiries and requests related to the administrative and financial aspects of external projects.

Process	Subprocess
11.4 Response to and Monitoring of Administrative and Financial Aspects of External Projects – Counterpart	11.4.1 Response to administrative and financial inquiries and requests.
	11.4.2 Monitoring of execution.
	11.4.3 Rendering of accounts.
	11.4.4 Administrative closure.

Subprocess

11.4.1 Response to administrative and financial inquiries and requests.

<p>Objective</p>	<p>Respond to inquiries and requests relating to the administrative and financial aspects of external projects and prepare information related to the Institute's economic and financial capacity and control mechanisms in response to requests made by counterparts or national and international entities.</p>	
<p>Inputs</p>	<p>Background Information</p>	<p>Reference Materials</p>
	<ul style="list-style-type: none"> • Forms containing financial requests. • Requests (verbal, email and memoranda). • SAP information. • SUGI information regarding legal instruments. 	<ul style="list-style-type: none"> • Financial regulations. • International policies and rules. • Accounting Manual. • External Resources Handbook. • Annual Budget Plan.
<p>Outcomes</p>	<ul style="list-style-type: none"> • Form or template containing requisite financial information • Information regarding regulations and control mechanisms in response to inquiries and requests 	

11.4 Response to and Monitoring of Administrative and Financial Aspects of External Projects – Counterpart.

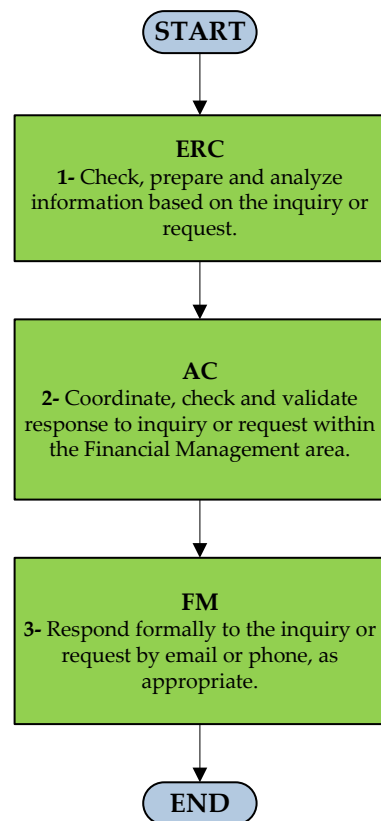
11.4.1 Response to administrative and financial inquiries and requests.

INVOLVED

Financial Manager (FM)
External Resources Coordinator (ERC)
Accounting Coordinator (AC)

Financial Management

Comments



Subprocess

11.4.2 Monitoring of execution.

Objective	Support and monitor execution of external projects.	
Inputs	Background information	Reference Materials
	<ul style="list-style-type: none"> • SAP information. • SUGI information regarding legal instruments. 	<ul style="list-style-type: none"> • Financial regulations. • International policies and rules. • Accounting Manual. • External Resources Handbook. • Annual Budget Plan. • External project's legal instrument.
Products	<ul style="list-style-type: none"> • Periodical follow-up, notification and informational memoranda. • Miscellaneous control and monitoring reports of financial and accounting aspects. 	

11.4 Response to and Monitoring of Administrative and Financial Aspects of External Projects – Counterpart.

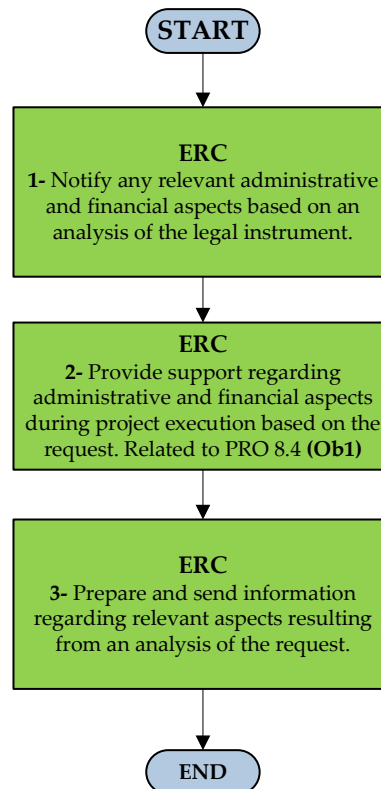
11.4.2 Monitoring of execution.

INVOLVED

External Resources Coordinator (ERC)

Financial Management

Comments



Ob1: Related to activity #4 of Process 8.4 Project Execution and Control.

Subprocess

11.4.3 Rendering of accounts.

Objective	Support and monitor the rendering of accounts for external projects.	
Inputs	Background Information	Reference Materials
	<ul style="list-style-type: none"> • SAP information. • SUGI information regarding legal instruments and annexes. • Preliminary financial reports. 	<ul style="list-style-type: none"> • Financial regulations. • International policies and rules. • Accounting Manual. • External Resources Handbook. • Annual Budget Plan. • External project's legal instrument.
Products	<ul style="list-style-type: none"> • Financial reports validated and/or signed by the FM. 	

11.4 Response to and Monitoring of Administrative and Financial Aspects of External Projects – Counterpart.

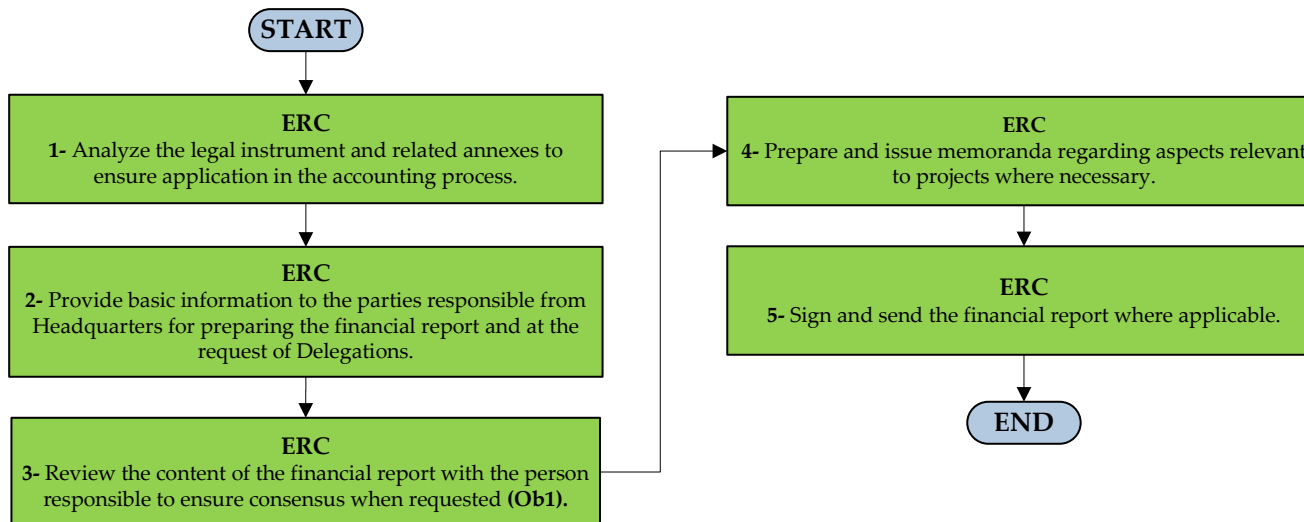
11.4.3 Rendering of accounts.

INVOLVED

External Resources Coordinator (ERC)

Financial Management

Comments



Ob1: The memo is prepared based on the external project's sponsor.

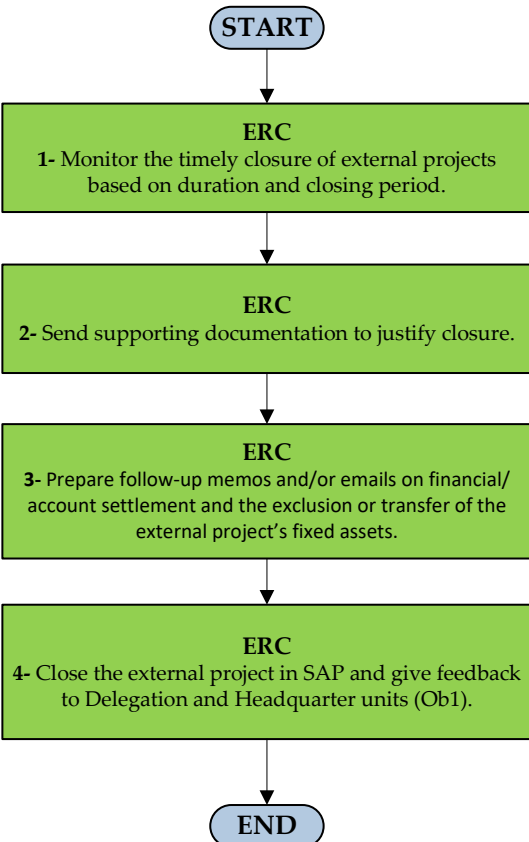
Subprocess

11.4.4 Administrative closure.

Objective	Support and monitor the administrative closure of external projects.	
Inputs	Background Information	Reference Material
	<ul style="list-style-type: none"> • SAP information. • SUGI information regarding legal instruments. • Technical and financial reports. • Audit report, if applicable. 	<ul style="list-style-type: none"> • Financial regulations. • International policies and rules. • Accounting Manual. • External Resources Handbook. • Annual Budget Plan. • External project's legal instrument.
Products	<ul style="list-style-type: none"> • Follow-up memos and emails on financial/account settlement and project closure. • Follow-up memos and emails on the exclusion or transfer of the external project's fixed assets. • Project closure in SAP. 	

11.4 Response to and Monitoring of Administrative and Financial Aspects of External Projects – Counterpart.

11.4.4 Administrative closure.

INVOLVED	External Resources Coordinator (ERC)	
Financial Management	Comments	
	 <pre> graph TD START([START]) --> ERC1[ERC 1- Monitor the timely closure of external projects based on duration and closing period.] ERC1 --> ERC2[ERC 2- Send supporting documentation to justify closure.] ERC2 --> ERC3[ERC 3- Prepare follow-up memos and/or emails on financial/account settlement and the exclusion or transfer of the external project's fixed assets.] ERC3 --> ERC4[ERC 4- Close the external project in SAP and give feedback to Delegation and Headquarter units (Ob1).] ERC4 --> END([END]) </pre>	<p>Ob1: Follow-up is concluded with supporting documentation and closure of the external project.</p>