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1 Introduction

This document, General Conditions of PME (Planning, Monitoring and Evaluation), explains how we systematically plan, monitor and evaluate projects that RSV | Verre Naasten supports.

RSV stands for Regional Mission Boards in the Netherlands: an alliance of local, Dutch churches from a certain region that cooperate to support mission work in certain countries. Verre Naasten, as a national organization, supports RSVs in global mission work.

In the cooperation with partner organizations, RSV | Verre Naasten apply a certain PME system to support both parties in the cooperation and the responsible execution of mission projects. Clear frameworks for this help partners and RSV | Verre Naasten to streamline processes, give proper attention to certain points, meet accepted/required standards and provide guidance.

This is a dynamic document, the most current version can be found on the website of Verre Naasten. Deviations from PME's Terms and Conditions are necessary in certain circumstances, but must always be agreed upon and documented.

When a partner participates in co-financing systems or works with institutional donors with different PME requirements, RSV | Verre Naasten will adjust its PME requirements in working with this partner accordingly as much as possible, to avoid additional burden on the partner.

This document has the following objectives:

- To promote greater uniformity within the project management and management of RSV | Verre Naasten's partner relationships.
- To comply with certain requirements to which RSV | Verre Naasten is subject.
- Provide insight on this to those involved in implementation.

RSVs and Verre Naasten work from the frameworks of the General Policy Mission, further specified in Guidelines for Support in Partnerships. In addition, there is a Portfolio Management document and, of course, this Terms and conditions of PME document. These four documents together provide a compact description of the general frameworks that apply to maintaining relationships with partners and managing programs in the mission work of RSV | Far Naasten.

2 Classification

2.1 Classification of partners and projects

RSV | Verre Naasten aims to implement a workable and standardized PME system with respect to maintaining partner relationships and managing support. At the same time, the PME system should serve the needs and capacity of the partner organizations in their own contexts as much as possible. RSV | Verre Naasten works with a certain classification of partner organizations with corresponding PME. We distinguish two categories of partner organizations and a third category especially for new partners:

- A. Organizationally weak (and often small)
- B. Organizationally strong
- C. New partners

Based on the outcome of the organization scan, the coordinator Partners and Programs makes a classification in A or B. While doing this, the results of consultation with the partner and reflection within RSV | Verre Naasten are taken into account.

The classification into categories enables RSV | Verre Naasten to gain more insight into its partner and project portfolio and to work on a certain balance between the various categories in the partner portfolio. The PME implications associated with these categories are described in this and the following chapter.

Category A:

An organization that does not have a large governing body with associated experience, expertise and division of labor. For example, accounting, policy documents and financial procedures are less explicitly regulated, or the organization relies primarily on "who is available" for the operational running rather than on people with that specific expertise. The idea is that the organizational burden should be commensurate with the size and capacity of the organization as a whole. RSV | Verre Naasten does not want to burden the partner with unnecessary PME requirements, but it does want to ensure a certain flow of information, in order to have sufficient information for responsible project support and communication with its supporters.

Category B:

An organization where certain functions and procedures are more explicitly organized. RSV | Verre Naasten then expects a certain level of functioning regarding the processes of Planning, Monitoring and Evaluation from the partner.

Category C:

An organization requesting cooperation for mission activities with which RSV | Verre Naasten does not yet have a structural partner relationship. This phase of cooperation is called the "orientation phase" and generally lasts 1 to 3 years.

2.2 Limiting financial contribution

General

It is important that the requested budget is balanced with the rest of the partner's budget. The structural annual contribution of RSV | Verre Naasten can be one third of the partner's entire annual turnover at the maximum. The background to this choice is that RSV | Verre Naasten has as one of its values that we want to be good partners where our commitment is complementary. That is, we want to build on what partners do themselves and/or what is present in the partners. RSV | Verre Naasten values existing capacities and wants to contribute to strengthening them. RSV | Verre Naasten only supports projects with demonstrable input from the partners. If RSV | Verre Naasten funds more than one third of the partners' activities, this undermines the partner's independence and responsibility.

Additional for Category A partners:

The annual contribution has a maximum of €20,000 (this amount can be divided between different projects).

Additional for Category C partners:

RSV | Verre Naasten's policy is to start relatively small, therefore the annual contribution usually has a maximum of €10,000 (this amount can be divided among several projects). For larger partners, we apply a limit of €20,000.

3 Partnershipcycle

3.1 Cooperation

RSV | Verre Naasten values and respects churches as primarily responsible for mission and works in partnerships with local churches or church-affiliated organizations on mission objectives. In doing so, agreements are always made for a specific period of time. See also section 0.4 in the Guidelines for Supporting Partners.

In the following paragraphs some issues regarding Planning, Monitoring and Evaluation are described in more detail. RSV | Verre Naasten pursues good relationships in the cooperation. The frameworks established for the collaboration should provide clarity and serve this purpose. The following are some business provisions that apply to collaboration and support in all cases:

- Ownership of all materials purchased with funding from RSV | Verre Naasten, lies with the partner, as long as the materials are used for the agreed upon purposes. The partner cannot change the purpose of the materials within five years without the agreement of RSV | Verre Naasten on any other use.
- RSV | Verre Naasten and the partner expect an honest attitude towards persons, finances and materials, to be used for the benefit of the organizations and their goals. Abuse for personal gain will not be tolerated.
- RSV | Verre Naasten and the partner will not offer or accept for themselves or for a third party any gift, reward, compensation or benefit that could be interpreted as an illegal or corrupt practice.
- The partner makes an effort to take all possible measures to prevent and combat fraudulent and corrupt practices within the partner organization (or the implementing partner organization concerned).
- If circumstances arise in the partner organization where fraud or corruption is suspected, the partner shall inform RSV | Verre Naasten immediately, with stating how it will be addressed by the partner.
- If RSV | Verre Naasten suspects fraud or corruption within the partner organization, RSV | Verre Naasten will inform the partner immediately and the matter will be investigated. RSV | Verre Naasten has the right to suspend support of the project until the investigation is completed.
- If the partner suspects fraud or corruption in the organization of RSV | Verre Naasten, the partner shall inform RSV | Verre Naasten immediately and the matter will be investigated. The partner has the right to suspend projects until the investigation is completed.
- RSV | Verre Naasten has the right to visit (or instruct others to visit) activities carried out by the partner for the purpose of monitoring and evaluation. The partner will provide necessary assistance for these visits.
- RSV | Verre Naasten has the right to audit the partner's record of income, expenses, inventory and management of property, related to RSV | Verre Naasten's financial support.

Breach of Contract:

- If RSV | Verre Naasten, after a written reminder, fails to fulfill its obligations under the project agreement, the partner is entitled to send its complaints to the board of Verre Naasten (info@verrenaasten.nl, stating "for board: confidential"). The board is obliged to treat complaints seriously and will respond within one month, both to the partner and to RSV | Verre Naasten. The partner has the right to suspend or terminate the project agreement if an appropriate solution is not reached.

- If the partner, despite reminders and after receipt of a written request by letter or email, fails to fulfill its obligations under the project agreement, RSV | Verre Naasten is entitled to stop payments towards the implementing partner, and to terminate the agreement via a signed letter. At the same time, the partner's right to claim payments from RSV | Verre Naasten according to the agreements resulting from this agreement shall then lapse.

Questions and Complaints:

RSV | Verre Naasten does its utmost to prevent unwanted behavior and abuse (in terms of power, money or sexual behavior), and to improve its systems and procedures in this area. Even then, things can still go wrong, which is why a complaints procedure is in place. The partner is urged to make use of this, for prevention, identification and action in

case of unacceptable behavior and abuse of power. When an open and safe cooperation is not properly reflected in the actions of RSV | Verre Naasten, it is important that the partner calls RSV | Verre Naasten to account so that steps can be taken.

For more information and the procedure in case of (suspected) unacceptable behavior by paid employees and/or volunteers of RSV | Verre Naasten: see the publications on this subject on our website (<https://verrenaasten.nl/complaints-or-doubts>).

Any doubts or complaints about RSV | Verre Naasten, the Coordinator of Partners and Programs or other contact persons? Please don't hesitate, but contact us immediately:

- Directly with the Director of Verre Naasten: Email: info@verrenaasten.nl or phone: +31 38 4270 410
- Or indirectly through an independent external confidential advisor or the hotline: contact details: see <https://verrenaasten.nl/complaints-or-doubts>

3.2 Planning

-Planning - New partners - Category C

To initiate support, it is important that the partner send the following information:

- Vision and mission of the partner organization
- Background of the partner organization (e.g. mandate, identity)
- Project target group and objectives
- Track record (either from the partner or from other sources)
- Two of the organization's most recent financial (annual) reports

If the required information is not available in documents, RSV | Verre Naasten asks the partner to provide the information by other means. For example, by providing and explaining information during an (online) meeting between the partner and someone from RSV | Verre Naasten and then documenting it together. In the initial phase, the emphasis is on building rapport, getting to know how the organizations work in practice and exchanging ideas regarding the collaboration.

At the beginning of the cooperation in the orientation phase, a letter of intent is signed by RSV | Verre Naasten and the partner, in which more specific agreements can also be recorded.

Planning - Partnerships - Category A and B

If there is a move to a longer-term cooperation, Partnership Agreements are generally concluded for a period of four years, using the RSV | Verre Naasten model. In preparation, the organization scan is done and the partner and RSV | Verre Naasten discuss any specific goals they wish to pursue in the coming partnership period, separate from the mission goals for each project. These can be recorded in the partnership agreement if desired.

For the support of projects, separate project agreements are used.

3.3 Monitoring

To maintain the relationship and mutually encourage each other in prayer and compassion, regular contact is maintained (by phone / online) by the coordinator Partners and Programs. The partner is asked to provide a contact person for this purpose.

During the four-year partnership period, two visits take place: generally once online and once physically. The latter (with the opportunity for personal meetings) can be scheduled in the Netherlands or at the partner's place (if a local visit is desired). One of these working visits takes place when the partnership agreement is renewed (see below under evaluation).

Each year, no later than six months after the end of the financial year, the partner sends an overall financial report (annual accounts of the organization) to the Coordinator Partners and Programs.

Does the sum of the projects supported by RSV | Verre Naasten over the past four years exceed an average of €50,000 per calendar year? Then it is mandatory to have an external auditor's report according to international standards once every four years. If possible, the partner uses a local auditor. The auditor's report (including the auditor's recommendations) must be sent to the Partners and Programs Coordinator. If there is no reliable system of financial auditors in the partner's country, someone will conduct the financial audit on behalf of RSV | Verre Naasten.

3.4 Evaluation

In order to get an overall picture of how partners value the cooperation with RSV | Verre Naasten and which aspects need further attention, an online, anonymous survey is conducted once every two years. All partners are asked to complete this survey.

In addition, each specific partnership is evaluated, in the year before the end of the orientation phase or partnership agreement period, respectively. The purpose of this evaluation is to celebrate in gratitude to God, learn and improve the partnership and its results. The key question here is: what did it contribute to achieving the mission objectives? A set questionnaire is used for all partners to evaluate the cooperation relationship. This is completed in advance by both parties.

Every partnership period, an overall evaluation of the partner's total supported projects is also requested, to be reported according to a fixed model.

Based on these preparations, satisfaction with the partnership is discussed during the (online) work visit. So the satisfaction about the maintenance of the cooperation relationship as well as about the results of the supported projects (see also chapter 4.3).

Follow-up results can, among other things, be laid down in a (renewed) partnership agreement.

For C-partners applies additionally:

Within two years from the beginning of the orientation phase (signing of the letter of intent) an interim evaluation will take place through an online meeting. Satisfaction with maintaining the relationship and communication, and the usefulness of the supported projects in a general sense are discussed together. The input for this discussion is prepared in advance by both the partner and RSV | Verre Naasten separately.

4 Project cycle

4.1 Planning

At the start of a new project cycle, the planning of the project is described by the partner in a project proposal according to the RSV | Verre Naasten model. This model can be requested from RSV | Verre Naasten.

At the beginning of the project cycle, of course the activities to implement the project are planned. In addition, it is important to also plan its monitoring and evaluation.

After the support for the proposed project is approved, RSV | Verre Naasten sends a project agreement. This contains the allocated funding and agreements that apply in addition to or deviate from the requirements around PME as mentioned in this document.

4.2 Monitoring

Monitoring is done while the project is in progress, to track project progress to encourage good stewardship of resources and thus gather information for thanksgiving and prayer. The purpose is also to learn from experience and make timely adjustments if necessary. The starting point is the question, "Are we doing things the right way?" The reports (narrative and financial) can be forwarded by e-mail to the coordinator Partners and Programs.

As a rule, the partner sends:

- A semi-annual narrative report according to format provided by RSV | Verre Naasten.
- A semi-annual financial report according to partner organization format, with an overview of the project expenditures, related to the project budget and explanation of deviations. If the information needed by RSV | Verre Naasten does not show well in this report, a format prepared in consultation will be used.
- On request also: specific information and/or material with the aim of involving Dutch support churches and donors in the project.

Subsequent instalments of project funding will only be paid if the reporting requirements, as specified in the project agreement/commitment letter are met and the reports have been approved by RSV | Verre Naasten.

4.3 Evaluation

Evaluation of projects is important to gather information for thanksgiving and prayer and to learn from project activities. The latter is important for the partner if there is a desire to continue or expand the project. And for RSV | Verre Naasten to share the knowledge and possibly apply it elsewhere in similar activities. Evaluation involves reflection with a view to possibly adjusting the strategy followed. The emphasis is on critical self-reflection and learning from best practices as well as from mistakes. "Are we doing the right things? Is it working as we thought? Are our knowledge about the change process and our assumptions correct? Did we overlook an important factor?" are questions that can be discussed during an evaluation.

As a rule, RSV | Verre Naasten requests from the partners an overall evaluation of the total of supported projects over the past period, to be carried out in the last year of the orientation phase or in the last year of the agreed partnership period. Reporting should then be done according to format provided by RSV | Verre Naasten. This is discussed during an (online) work visit (see also section 3.4).

In a few cases it is necessary to evaluate a project separately for proper accountability of spending, if donors request this. For regular accountability of the support given by the supporters, for RSV | Verre Naasten information from the monitoring is sufficient.