

UEM Concept on Financial Support for Projects and Programmes¹



1. Preamble

The United Evangelical Mission (UEM) operates within a network of churches in Africa, Asia and Europe and wherever it may be called upon to serve. It is a communion of thirty-four churches, along with the von Bodelschwingh Foundations Bethel, who have joined forces in mission to follow its biblical calling. Its registered office is located in Wuppertal, Germany.

The UEM Statement on Corporate Identity approved by the General Assembly in 2008 (Appendix 1) is the foundation of all of the work of UEM, including the financial support of projects and programmes.

It states: “The United Evangelical Mission is founded on the Holy Scriptures of the Old and New Testament, and shall serve the purpose of a joint action in mission. As a missionary communion, we participate in God’s mission in the world. Empowered and united by the Holy Spirit, we bear witness to the Good News that God the Father has reconciled with all of humanity through His son, Jesus Christ and take a stand for peace, justice and the integrity of creation. With this in mind, we take very seriously our responsibility to critically engage with the history of our missionary work. We understand mission as a holistic duty and work together to fulfil this duty. This is why we hold evangelism, diaconic service, advocacy, development and partnership to be integral elements in spreading the Gospel. UEM is a global organisation and works locally in Africa, Asia, and Germany. In order to mutually enable our missionary work, we share our resources and gifts and exchange full-time staff and volunteers.”

In accordance with the UEM Statement on Corporate Identity, the sustainable support of selected programmes and projects of members of the communion is a core task of UEM and one of our specific contributions to missionary witness at each respective location. We reaffirm that all members of the UEM communion are reliant upon sharing and receiving gifts so that God’s mission may bear fruit. We are committed to an understanding and practice of relationships in which all are givers or takers, because all parties have requirements which need fulfilment and gifts to share with others.

¹ The UEM works in close co-operation with the Association of Churches and Missions in Solidarity (EMS – Evangelische Mission in Solidarität) in Stuttgart, Germany. The UEM Concept on Financial Support for Projects and Programmes is based on a similar concept of EMS.

2. Co-operation and Division of Work regarding other Stakeholders

2.1. Funding by UEM as Integral Part of the General Funding Practice of UEM Members

The present concept aims to upgrade UEM project and programme support undertaken on behalf of its members by making the processes of project funding more transparent and participative and by clarifying roles and responsibilities.

All UEM-members have a variety of sources of funding for their work. These comprise collections and fundraising efforts within the own church, bilateral support received from different partners including UEM member, support received from international organisations and funding received through the UEM budget. Likewise, all UEM members engage in different forms of their own internal and external funding. Therefore, co-ordination and communication is needed within UEM.

This shall ensure that the quality standards laid down by this concept can take comprehensive effect and that no “funding market” arises within UEM allowing for providers with different standards. On the other hand there must also be a guarantee that as many churches and institutions of UEM communion as possible take part in programme and project support. It is therefore agreed that the members and UEM will keep one another informed about applications and approvals of project and programme funding in other churches and institutions within the UEM communion, that they will consult with UEM on larger funding cases for UEM members and that they will transfer project funds to UEM members via UEM. In addition to keeping each other mutually informed and engaging in mutual consultation, all parties shall also strive to relate the criteria and standards of their respective funding practices to one another, and to make them more similar where possible.

2.2. Complementarity to Church-Related Organisations in Development Co-operation

The programme and project support of UEM complements the support provided by other church-related organisations. Usually, UEM members receiving funding are responsible for its utilisation, the required control and the reporting. However, when a member does not have sufficient own administrative capacity, it shall implement projects and programmes in close co-operation with other implementing institutions.

2.3. Emergency Aid

In emergency situations, in particular when it comes to civil wars and epidemics or to natural disasters like floods, earthquakes, volcano eruptions and storms, information shall be provided to other institutions involved (e.g. Diakonie Katastrophenhilfe, Action by Churches Together - ACT) always ensuring professionalism in project management. In cases where neither UEM nor its members have sufficient funds or implementation capacity available, they shall co-ordinate with the other organisations involved. In such situations UEM might forward the funds received from donations and collections to the organisations involved.

2.4. Exchange of Long Term-Personnel and Volunteers

Regarding development-related positions in the international personnel exchange and regarding the volunteers programme, UEM works closely together with other church-related development organisations. For example, UEM receives public funding through the “Evangelisches Zentrum für Diakonie und Entwicklung” (Protestant Centre for Diakonia and Development) for its volunteer programme and for funding the positions of development workers despatched in diaconic service, peace building, environmental protection, management and education.

3. Support Criteria

3.1. General Principles

UEM supports projects and programmes. UEM members or the institutions within the communion are generally responsible for project implementation, accounting and reporting. All UEM members have contributed to the “Concept for the Financial Support of UEM Projects and Programmes”. Any programme or project may not be in conflict with the following general principles:

- **Holistic Witness:** The supported programmes and projects testify to the Gospel of Jesus Christ and do so in a way that is inviting, brings healing and expresses committed solidarity.
- **Increased Competences of the Members:** A general objective of our programme and project support is to strengthen and extend theological, missionary, and diaconal competences and infrastructure of the churches in UEM communion. In order to achieve this goal, we also promote and pursue capacity building in the area of project management and church leadership.
- **Participation and Empowerment:** We foster self-reliance of people by strengthening and enabling them to work on questions and develop problems solutions in their own living situations from their own resources.
- **Overcoming of Discrimination:** Wherever possible, supported programmes and projects involve all people within their beneficiary groups, regardless of their religion, confession, gender, age, ethnic origins or adherence to a minority. But keeping the identity, pastoral training will still be an activity.
- **Gender Justice:** In UEM projects gender balance and gender justice should be reflected in the planning process, implementation and evaluation. In the outline of the intended impacts of programmes and projects and during the monitoring of the implementation as well as in the evaluation gender justice will be one of the criteria taken into account.
- **Sustainability:** An important goal of our project/programme support is to ensure its long-term effectiveness, meaning the embedding of its results within the day-to-day life of the target group even after the project has ended. The empowerment achieved is also to be transferred to other areas of life.
- **Ecological Awareness:** Our attention to preserve ecological resources in

every project and programme is part of our commitment to justice, peace and the integrity of creation.

- **Local Culture and Resources:** We respect the culture and belief practices of the population in the project regions. During the programmes and projects, they utilise their own resources and competences in problem-solving and for their spiritual, social and economic development.
- **Networking:** We encourage and support the interlinking among projects and programmes from the same areas of work within the UEM communion. We likewise support the networking of projects and programmes with other local churches, religious communities, project partners and NGOs in the same area of activity, but actual project proposals will have to be presented by UEM members.
- **Combating Corruption:** We oppose any form of corruption, since it destroys the foundations of our communion and endangers the success of programmes and projects. The UEM Code of Conduct against Corruption and for Transparency is therefore binding for the support of programmes and projects. (Appendix 2)
- **Prevention of Sexual Harassment:** We oppose any form of sexual harassment, wherever it occurs. Therefore the Code of Conduct against Sexual Harassment (Appendix 3) shall be adhered to throughout the implementation of all projects and programmes.

3.2. Project Design

The viability of the project is enshrined in the project design as stipulated in the attached application form for projects and programmes supported by UEM (Appendix 4).

3.3. Project Management

Applicants are responsible for the management of their own projects and report directly to the respective UEM department. Regarding the planning and (financial) reporting UEM supports the implementing church/institution where appropriate through training measures and/or through temporary deployments of administrative experts or accounting personnel from the regional office. The respective UEM Executive Secretary shall take responsibility for monitoring the projects and programmes. Reporting by the members shall be carried out using the UEM reporting form (Appendix 5). Institutional Donors and recipients of funds shall be informed about funds transferred. Reports shall focus on the impact of the project or programme on the target group. As part of the joint responsibility for fundraising and public relations, UEM expects its members to provide specific case studies and stories as well as photographs, videos and other media that illustrate the success of the project. Upon agreement, such media can be published.

3.4. Applicable Working Areas

In supporting projects we concentrate on the programme areas described in the UEM Statement on Corporate Identity that represent the joint working areas of our ecumenical communion:

- Advocacy (JPIC)
- Development
- Diaconia
- Evangelism
- Partnership

4. Application and Funding

4.1. Basic Principles of Project Support

Mutual responsibility and transparency, along with mutual learning and action, form the foundations of project co-operation within UEM. The standards and procedures set here for planning, monitoring, and evaluation (PME) in project support contribute to:

- the competent selection, guidance and support of programmes and projects,
- the thematic exchange and networking and thereby the realisation of common witness in practical fields,
- the professional and sustainable management of programmes and projects,
- the effectiveness of our co-operation,
- the joint planning of supporting measures such as consultancies or capacity building in cases of problems within the project or regarding the co-operation,
- the accountability to the UEM communion and to the donors,
- an effective fundraising and high-profile public relations work by UEM.

4.2. Sources of Funding

UEM funds its programmes through membership contributions, donations and investment proceeds. UEM has a great responsibility, especially towards its donors and members, to utilise resources in accordance with its constitution and to verify that they are used appropriately. Planning and allocation of resources is done in a comprehensive process:

- As part of a two-year budgetary process, the resources for projects and programmes are allocated to the departments, regions and churches on the basis of a long-term negotiation process. The Executive Secretaries of

the regional departments ensure that the projects proposed by the members relate to the programme areas of the UEM Statement on Corporate Identity.

- The UEM budget also contains general budget items that are allocated to specific projects within the course of a two-year period. These include the funds dedicated to the international personnel exchange that will only be applied for during the course of two years, the budgets of the programme departments and the general programme resources that are assessed and allocated each month by the Project Committee of the Management Team.
- Dedicated reserves are another source of funding for programmes and projects and are included in the decisions of the Project Committee where applicable.
- The Regional Assemblies decide on the utilisation of resources for joint programmes. These must also be integrated into the programme areas stipulated in the UEM Statement on Corporate Identity.

Further details are set out in the Standing Orders of the Management Team, the Project Committee and the Regional Assemblies.

4.3. Procedures for the Allocation of Funds

UEM members can apply for projects or programme funding through the respective regional or programme department (Appendix 4 – Application Form for Projects and Programmes Supported by UEM). Applications from institutions, departments, church groups and congregations as well as other organisations require the consent of the relevant UEM member. If the project cost exceeds the equivalent of Euro 5,000, the department responsible introduces the project application to the UEM Project Committee which usually meets once per month. The procedures for project application and approval as well as rules for the monitoring and evaluation of projects and programmes are set out in the Standing Orders of the UEM Project Committee (Appendix 6) which is appointed by UEM Management Team. The general principles as stipulated in 3.1 comprise the basic framework for decisions on applications for the support of projects and programmes.

UEM generally expects that the implementing church will provide an own contribution to the projects and programmes. Salaries can only be paid for special, project-related reasons and then only for a limited period of time. In order to ensure transparency in line with the “UEM Code of Conduct against Corruption and for Transparency” during the entire project period, project contributions of additional project donors must be listed and explained. The procedures as stipulated in the “Code of Conduct against Corruption and for Transparency” apply.

4.4. Fundraising and Public Relations

All fundraising activities are guided by the UEM Statement on Corporate Identity. In project selection, implementation and reporting, UEM and its members have a joint responsibility for effective fundraising and public relations related to the projects and programmes.

Fundraising is far more than raising financial resources. For example, fundraising conveys images and ideas about the people in the UEM member churches and their respective countries of origin, which in return reflects on their own self-image. One of the crucial challenges for UEM fundraising is to refrain from conveying the stereotype of givers and takers and instead to make clear that, as an international ecumenical communion, we bear joint witness to God's passionate love for all creation. Based on this aspiration, fundraising can only be understood as a shared duty. It is essential that UEM governing bodies as well as all members and institutions in their role of implementing projects and programmes are strongly involved in fundraising. Additional details are set out in UEM communication concept available at the Communication & Media desk of UEM.

Appendix 1: UEM Statement on Corporate Identity

Appendix 2: UEM Code of Conduct against Corruption and for Transparency

Appendix 3: UEM Code of Conduct against Sexual Harassment

Appendix 4: Application Form for Projects and Programmes Supported by UEM

Appendix 5: Reporting Form for Projects and Programmes Supported by UEM

Appendix 6: Standing Orders of the UEM Project Committee