

TWR - Netherlands & Belgium

PME-manual

September 2016

Introduction

This document is the PME-manual of TWR - Netherlands & Belgium (TWR-NL/BE). In this manual reference is made to templates and formats that are listed in the annex. Other relevant information about management of contracts with the partner organisations is described in the Project Agreement-document.

Funding requests and project proposals

Providing a proposal for a new project can be the initiative of a (potential) partner organisation, or a partner organisation can be requested by TWR-NL/BE to submit a proposal.

The *Project Proposal Template* is used as a document to request funding. For smaller projects (<25.000 Euro) only the first part of the form is filled. For the bigger projects the whole template should be filled. In case the partner organisation does not want to submit a full project proposal at once, the *Project Outline* can be filled. Based on the project outline TWR-NL/BE decides whether or not the organisation will be asked to submit a full proposal. A proposal can cover a period of up to five years. A sufficiently detailed budget will be submitted together with the proposal by using the *Project Budget Template*. The amounts in the budget are in Euro and are, when applicable, divided over the different years of the project period.

Project proposals that have been received are appraised by TWR-NL/BE with the *Project Appraisal Form*. Based on the scores of the proposal, a decision will be made to either accept the proposal, reject the proposal, or request the organisation that submitted the proposal to improve the proposal.

When the project proposal contains all necessary information and is of sufficient quality, the proposal will be forwarded to the Director of TWR-NL/BE for final approval.

Contract and transfer of financial contribution

After approval of the proposal by the director a *Project Agreement* will be signed with the partner organisation. When preparing the agreement, a number will be given to the project. Projects can have a period of less than one year, one year, or several years (up to five years). Only after signing of the agreement by both parties there is a legal obligation by TWR-NL/BE towards the partner organisation regarding the project. Amounts in the contract are stated in Euro.

After receipt of the signed contract a letter will be sent to TWR-Europe with the request to take care of the transfers of the financial contribution to the partner. Transfers to partners are made monthly, unless explicitly agreed upon otherwise.

For projects that have a period of more than one year, every year a *Project Year Plan* should be provided to TWR-NL/BE, preferably before 30 November. If available the annual policy plan of the partner organisation that shows how the TWR-funded project relates to the other

activities of the organisation, could also be sent to TWR-NL/BE. After approval of the year plan by TWR-NL/BE, funds for the relevant year will be made available to the partner organisation.

The projects that will be funded by TWR-NL/BE during a year are included in the annual policy plan of TWR. The director of TWR-NL/BE monitors the financial commitments and expenses in comparison with the budget based on information provided by the financial department.

Reporting

Every six months a partner organisation reports about the progress of a project. For projects with an annual budget below 25.000 Euro the organisation uses the *GSP Reporting Template* of TWR-I. These reports are sent by the partner organisation to TWR-NL/BE before the end of the months of January and July. For bigger projects the *Project Reporting Template* is used. Financial reporting is done with the *Financial Reporting Template*, and is submitted together with the Project Reporting Template. The reports for the project above 25.000 Euro, report are sent to TWR-NL/BE before the end of February and August.

Monitoring and Evaluation

Besides the regular reporting, monitoring takes place through (e-mail) communication between the project officer of TWR-NL/BE and the contact person of the partner organisation. Communication between TWR-NL/BE and the partner organisations can be done directly, as long as on important information relevant TWR-I staff are copied in.

All the partner organisations that receive annually 50,000 Euro or more are visited by a staff member of TWR-NL/BE at least every two years. Additionally a person working at the regional office may visit the partner organisations. Reports of these visits are made, and in case it is done by an employee of the regional office, the report is sent to TWR-NL/BE.

In case the partner organisation receive an annual amount of 68,000 Euro or more from TWR-NL/BE, the partner organisation sends a report of an external financial audit to TWR-NL/BE. TWR-NL/BE has the right, when considered necessarily, to have a say in the choice of the external financial auditor. TWR-NL/BE can, if it wishes to do so, also request to receive the management letter of the audit.

TWR-NL/BE will internally evaluate each of the projects at least every four years. This evaluation will determine whether funding to a partner organisation or project will be continued or not.

Language

All project documents are written in English.

Information storage

The documents that are related to projects that are financed by TWR-NL/BE are stored in folders per project on the server that are accessible for relevant TWR-employees.

Planning of obligations regarding the different different projects by TWR-NL/BE is managed with the help of a planning sheet in which all the different projects are included.

Annexes

1. Project Outline
2. Project Proposal Template
3. Project Budget Template
4. Project Appraisal Form
5. Project Agreement
6. Project Year Plan Template
7. GSP Reporting Template
8. Project Reporting Template
9. Financial Reporting Template