



*Called to serve*

**Kom**  
over **en**  
**help**

**Policy plan**  
2020-2024

*Development*  
towards self-reliance

# Preface

During the preparatory sessions for this policy plan we considered the history of Kom over en help, and realised that the responses to requests like “Come over and help us” vary with the times. As the times are changing, so are the aid requests. Developments move fast generally, even so in countries where Kom over en help is at work.

This has not, however, led us to conclude that we are at a stage in our work that allows us to de-intensify our aid projects. This is not because we consider ourselves to be important, but because we feel, see and have noticed that aid is still needed.

We characterised the period of the previous policy plan in its title of Connecting Passions for Change. This is what we aimed for: building bridges, establishing connections to effectuate real changes.

Our new policy plan builds on these foundations. This way, we aim to contribute even more to the process of helping our vulnerable neighbours move towards self-reliance.

This document is the result of fascinating conversations and discussions. During the course of 2019, we began these conversations in the office with staff and board members taking

part in the policy committee. These conversations found their climax in the policy conference of November, when we together with six of our partner organisations contemplated the new policy for the future. It was a special experience of genuine cooperation and focus on a hopeful future for people in vulnerable circumstances.

At the same time we are aware that we cannot do this work without the blessing and presence of our Lord God. With this in mind, we set to work to put this policy plan into practice. He will always be the same. Yesterday, today and for evermore! Knowing this strengthens our faith to walk in His ways.

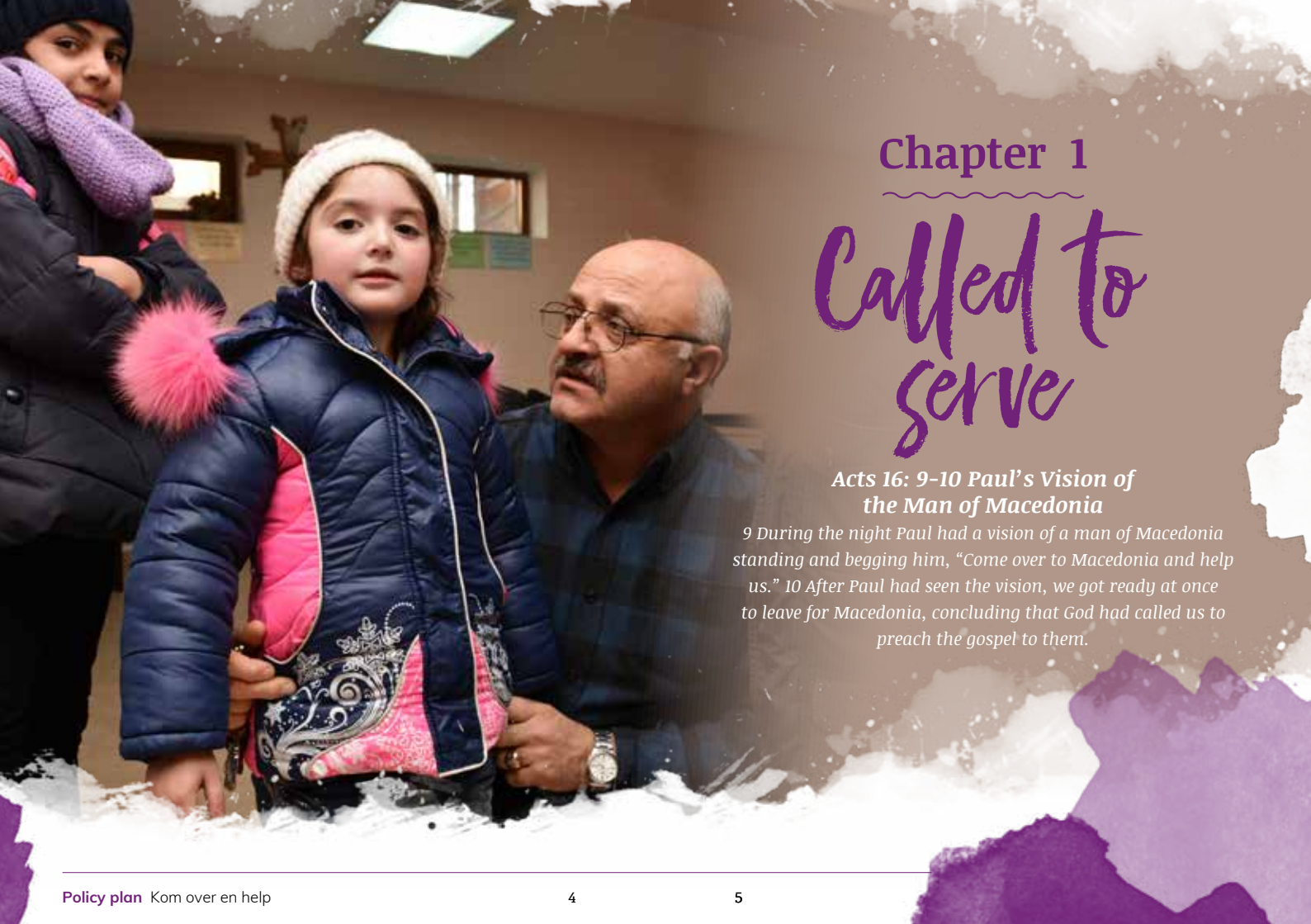
*Every good and perfect gift is from above, coming down from the Father of the heavenly lights, who does not change like shifting shadows.*

*James 1: 17*

On behalf of all our staff and board members,

Gerben Heldoorn MA  
Directing manager





## Chapter 1

# Called to serve

### **Acts 16: 9–10 Paul’s Vision of the Man of Macedonia**

*9 During the night Paul had a vision of a man of Macedonia standing and begging him, “Come over to Macedonia and help us.” 10 After Paul had seen the vision, we got ready at once to leave for Macedonia, concluding that God had called us to preach the gospel to them.*

## Vision

The Bible calls us to serve in this broken world. God wants us to care for our neighbours who live in vulnerable circumstances.

## Mission

Together with local partner organisations, we help our neighbours who live in poverty, in order to enable them to develop and live a worthy life. In doing so, we pay attention to all aspects related to human existence.

## Core message

Providing a hopeful future for people in vulnerable circumstances.

## Core values

Based on our vision and mission, we work from the following core values:



## Commitment

We work in God's Kingdom in an attentive, caring and loving manner. We work from an awareness of responsibility and a passionate involvement with each other, our partners and our volunteers. We have a focus on people and are committed to achieve the results agreed upon.



## Entrepreneurship

Our entrepreneurial attitude is characterised by a hands-on approach of projects and constant improvement. We continually take initiatives, evaluating what and how things can be improved. We see opportunities for working more efficiently and turn these opportunities into actions. In addition, we stimulate our partners to see opportunities for organisational development, so that the impact of aid may be expanded. During the projects, we encourage ownership by working on entrepreneurship.



## Relationship

Historically, we feel a strong spiritual bond with Christians and churches that have suffered and still suffer from the harsh consequences of communism. We aim to establish personal relationships with individuals, our partners, generations, churches, Christian organisations and companies, both at home and abroad. Cooperation with Christian organisations in the Netherlands is important for an increasing impact of the aid we provide.



## Chapter 2

# Strategy

*Kom over en help aims to achieve its mission by supporting vulnerable neighbours to improve their degree of self-reliance. The relevant means are education, income generating activities and social care.*

*For these we cooperate closely with local authorities, Christian organisations (NGO's), churches, and companies, both in the Netherlands and in the countries in which we work.*

*Our target areas are located in the formerly communist countries of Albania, Armenia, Georgia, Moldova, Ukraine, and Uzbekistan.*

### Defining our 'vulnerable neighbours'

Vulnerability implies that an individual, a community, or an organisation is unable to cope with or to recover from a traumatic event, such as discrimination, an economic crisis, a natural disaster, or an armed conflict, because they lack sufficient means. Therefore, they have an increased risk of poverty. Among those who are most vulnerable are children, elderly people, (pregnant) women, people with disabilities, and ethnic minorities.

### Defining 'development'

Development is a process of integral improvement, which may occur at various levels, from the individual to the nation. Development may be the consequence of all kinds of economic and social changes, but it may also be consciously stimulated, in the sense that efforts are made to improve an actual situation, to stimulate improvement, and decrease poverty. Kom over en help wants to contribute to targeted development of vulnerable neighbours towards self-reliance. In this process we view a person's well-being from a holistic perspective; we pay attention to all aspects of being human; the person in harmony with God, his neighbour, creation, and himself. This harmony has been broken and deranged. Kom over en help believes in and wants to contribute to change and improvement of personal well-being in all its aspects.

### Defining 'self-reliance'

Self-reliance is the capacity to provide life with meaning and fulfilment, aided by a social network. Self-reliance can be achieved at various levels, such as at the personal, local, regional or national level.

### Development towards self-reliance

In order to help vulnerable neighbours to develop and attain self-reliance, Kom over en help makes use of three intervention strategies: education, income generating activities, and social care. Integral parts of these intervention strategies are lobbying, advocacy and development of civil society.



#### Education

Education is an umbrella term consisting of schooling, formation and child-raising. The Universal Declaration of Human Rights officially states that education is a human right. This entails that education has to be geared towards the full development of the human personality. Therefore, education comprises a diverse range of activities focused on emotional, spiritual, cognitive and psychological development of people.

Education is a powerful engine for development and one of the strongest instruments in the battle against poverty and inequality. At an individual level, education promotes the development of knowledge and skills, which creates better opportunities for a job, as well as for income. Moreover, education does not only help the person that received education, but also their family and their community. In doing so, education lays the foundation for the socio-economic development of society. Thus, education strengthens the capacity for development of individuals, communities, organisations, and countries.

This is why Kom over en help focuses on supporting and promoting education, both in schools (i.e. formal education) and for extramural activities (i.e. informal education). Formally it aims at providing access to education and enabling pupils, students, and adults to complete their programmes at regular institutions. Informally, it aims at further developing and improving social skills, social interaction, attitude, and behaviour. Inclusion is important for both forms of education. As Kom over en help also pays attention to the spiritual well-being of people, Bible education and spiritual training are essential parts of education.



### Income generating activities

Income generating activities are all activities that are done by individuals or organisations with the objective of generating income, so that they can provide for their own livelihood. Possible activities are donating money, giving loans or micro-credits, providing courses on business plans or financial management, and offering vocational training. These enable individuals to start a company or find a job. The income generated by those activities can be re-invested or used to improve individual or family living conditions and so enhance their self-reliance.

Apart from the individual or the family, society at large also benefits from these activities, for when more people become productive and contribute to the economic growth of their region or country, employment usually increases with the growth of the production.

Income generating activities may have an enormous impact on the life of the vulnerable, such as an increase in income, improvement of the quality of life and of self-esteem, and an increase in socio-economic status. As such, income generating activities are driving forces of development. Research has shown that income generating activities reduce vulnerability, because they provide access to (financial) means and social networks.

Thus, income generating activities may be seen as key elements in the battle against poverty. Therefore, Kom over en help focuses on organising income generating activities in order to help the vulnerable neighbour to develop towards self-reliance.



### Social Care

Social care comprises all sorts of care and practical help for children, young people, and adults who need additional support because of their age, disability, or other circumstances. Social care comes

in different forms, such as physical, emotional, or social support; and it may be temporarily or long term. Thus, it may

vary from distributing medicines and providing shelter to offering a listening ear and creating a network.

Many (formerly) communist countries hardly have any social policy and social safety nets are lacking. Some countries have improved in this respect over the last couple of years. For instance, in Ukraine a law has been implemented to improve psycho-social care. Although the authorities are more open to the development of social programmes, they are quick to cut these programmes if an economic crisis or political instability arises. However, the demand for social care for the vulnerable remains unrelentingly high. It is an important determining factor for their physical, psycho-social and spiritual well-being.

Although social care is not always the solution for the complex problems of the vulnerable, it does make a difference. Social care breaks through isolation, social or otherwise, and through addiction; it stills hunger; and it reduces health problems. This is why social care is one of the intervention strategies of Kom over en help.



## Chapter 3

# Directive statements

*The course for the future has been elaborated in three guiding statements that will be worked out in concrete terms.*



1. 'Development towards self-reliance' is the new focus of Kom over en help, for the projects as well as for the partners, and also for the budget.

**This means among other things:**

- All projects will be scanned for the extent to which they contribute to this development towards self-reliance. Projects that do not sufficiently live up to this condition undergo further development, or will be phased out.
- 80% of the projects focus on education and/or income generating activities, of which social care may be a part. 20% of the expenditures are solely for social care, because we realise that there will always be people who depend on this.
- Kom over en help needs to increase its incoming finances, because it aims to both help as many people as possible and maintain a healthy financial balance.

2. Kom over en help continues to cooperate with local partners in the countries where we work to date, but any expansions to other areas are not excluded. Kom over en help works in (formerly) communist countries in Eastern Europe and Eurasia, as well as with Christian partners (churches, non-governmental organisations, companies) that adhere to Biblical norms and values.

**This means among other things:**

- We will make a plan for organisational development for each partner organisation, applying more differentiation for partner policy.
- Each organisational development plan pays specific attention to lobbying and advocacy with local, regional, national and European authorities.

3. Cooperation with other organisations in the Netherlands is intensified in order to realise the long term mission.

**This means among other things:**

- We combine our forces within CPOE and Prisma in order to achieve capacity improvement of the partner organisations.
- We scout the possibilities with other organisations of reducing costs by joint efforts and efficiency in business management, so that a larger part of the incoming finances can be allocated to the projects.

The directive statements have been worked out in concrete practices and projects for the years to come.



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Kom over en help  
Beurtschipper 14  
3861 SC Nijkerk  
The Netherlands

Post Box 138  
3860 AC Nijkerk  
The Netherlands  
+31-33 – 246 32 08

info@komoverenhelp.nl  
www.komoverenhelp.nl  
IBAN NL42 RABO 0161 004 555

Algemeen Nut  
Beogende Instelling  
**ANBI**

**CBF**  
ERKENND  
GOED DOEL