

Rules of procedure and for decision-making

ForumCiv's Board of Directors and Secretary General

Approved by: ForumCiv's Board of Directors

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Contents

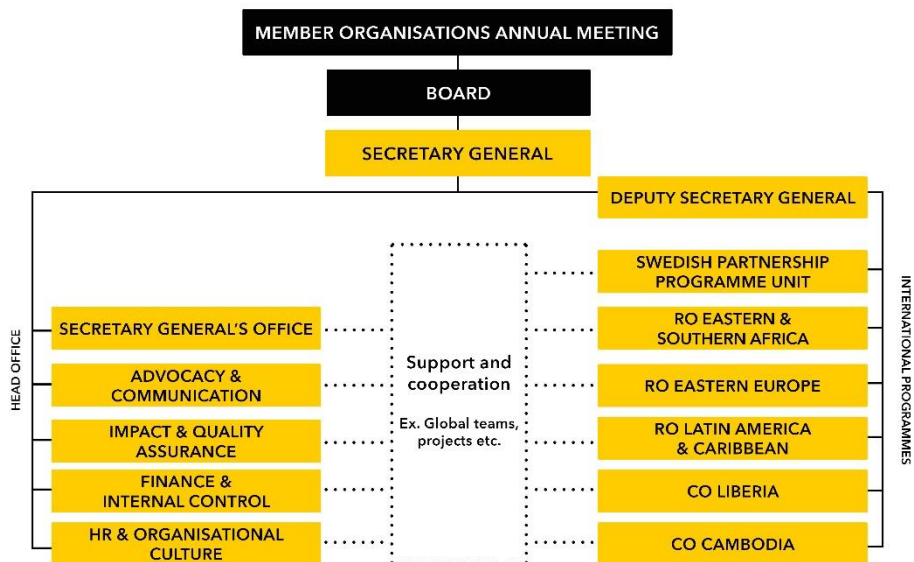
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I Introduction

ForumCiv is governed by its statutes and a programme of ideas setting out the Association's vision, aims, criteria for membership and organisation.

The purpose of the rules of procedure and for decision-making is to clarify governance and show how responsibility is allocated within ForumCiv, between its Board and the Secretary General.

This document has been approved by ForumCiv's Board of Directors. The rules of procedure for members' meetings and Annual General Meetings are regulated by the Association's statutes, and are, in common with the rules governing the work of the Nominations Committee, approved by the Annual General Meeting.



The diagram illustrates ForumCiv's organisational chart as at the adoption date of the rules for responsibility and delegation. For the current organisational chart, see forumciv.org

2 Members' Meetings and Annual General Meetings

Responsibility and the rules of procedure for Annual General Meetings and Members' meetings are set out in detail in the Association's statutes.

2.1 Annual General Meeting

The Annual General Meeting decides on the overall direction and vision for ForumCiv. The Annual General Meeting adopts the overall operational plan and follows up the operation, as well as the Annual Report and the Financial Accounts.

The Annual General Meeting has sole authority to amend the statutes.

The Annual General Meeting considers submitted motions and other matters as specified in the Association's statutes. All member organisations may submit motions to the Annual General Meeting. The motions are drafted by the Board of Directors.

The Annual General Meeting elects the Board of Directors, appoints the Nominations Committee and other elected representatives. The Annual General Meeting resolves on the type and amount of remuneration paid to elected representatives.

Extraordinary General Meetings may be called between Annual General Meetings to resolve any specific issue.

2.2 Members' Meetings

The Members' meeting is an assembly convened to consider issues which are of interest to the member organisations and are important for ForumCiv's development. The Members' meeting may consider a specific theme or form part of a process with which the organisation is working. The Members' meeting also serves the purpose of strengthening identity and solidarity within ForumCiv.

The agenda for the Members' meeting is set by the Annual General Meeting or by the Board of Directors.

3 The Board of Directors

3.1 The composition and formal workplan of the Board of Directors

ForumCiv's statutes set out the composition of the Board of Directors, its formal workplan and remit. These are the supreme rules of procedure and for decision-making.

The members of the Board of Directors will promote the best interests of ForumCiv and of the whole organisation. The Secretary General shall assist the Board of Directors by providing relevant information, and the members of the Board shall acquire the knowledge they regard as essential to enable the Board to take well-founded decisions, e.g. by requesting additional information or by contributing further information themselves.

The Board of Directors shall draw up written rules of procedure for the particular authority and responsibility of any working groups which the Board appoints. Any decisions taken within these groups shall be minuted and reported at the next Board meeting.

The Board of Directors may delegate matters to the Board's Working Committee or the Secretary General for consideration or decision. A decision to delegate a matter shall be minuted and the minutes shall contain any feedback.

Letters addressed to ForumCiv, as well as other documents important to the Board are considered as notification matters at the next Board meeting.

Minutes shall be taken at all Board meetings.

3.2 Other participants in meetings

The Secretary General shall take part in meetings of the Board of Directors and the Board's Working Committee, with the right to speak and make suggestions but not the right to take decisions.

A Staff Representative, elected by ForumCiv's personnel, shall be co-opted to ForumCiv's Board of Directors. The staff have the right to elect to ordinary Representatives who will take turns at participating in the meetings, i.e. the staff will have *one* Representative present at each Board meeting. The Staff Representative will have the right to speak and make suggestions but not the right to take decisions. The role of the Staff Representative on the Board of Directors is to provide the staff's perspective and to be the voice of the staff on the Board. The Secretary General shall also be responsible for putting forward the staff's perspective to the Board of Directors.

The Organisation Secretary is co-opted to the meetings of the Board of Directors and of the Working Committee, with the right to speak and make suggestions but not the right to take decisions. The duties of the Organisation Secretary are to take the minutes and to provide any required information. The Secretary General supervises and allocates the work of the Organisation Secretary. The Organisation Secretary also has the responsibility delegated from the Board of Directors to process and reject membership applications.

Additional personnel attend Board meetings to contribute on specific issues and present information for decisions. They have the right to speak.

3.3 The role of the Board of Directors

The role of the Board of Directors is to administer and execute the decisions taken by the Annual General Meeting, carry out preparatory work on strategic issues and to lead and represent the Association. The Board is the organisation's highest decision-making body between Annual General Meetings. The Board shall submit proposals for the overall direction, operational plan and funding of ForumCiv's activities for the next year, and also submit the Administration Report and Annual Report for the preceding year to the Annual General Meeting.

The Board is responsible for ForumCiv's overall planning and the preparation of annual reports. It also determines the policies which govern the direction of the operation and ensures that this complies with the framework of the resolutions of the Annual General Meeting.

Large parts of the execution and administration are, however, delegated to the Secretary General. The Attestation and Delegation Instruction for ForumCiv's operations are approved by the Secretary General. The Board of Directors appoints the Secretary General to represent the Employer. The Secretary General is also responsible for the work environment.

The Board of Directors delegates to the Secretary General the permanent authority to take decisions on ForumCiv's applications and to provide high quality reports to all funding providers. Decisions in respect of ForumCiv's applications to external funding providers that are delegated to the Secretary General must be quality assured.

ForumCiv is a strategic partner of Sida [Sweden's government agency for development cooperation] and, as such, can apply for grants from Sida Civsam and Sida Partnership Forum, in particular for funding that goes to ForumCiv's member organisations. ForumCiv regularly seeks funding from other funding providers and units at Sida, especially for an operation which takes place through ForumCiv's regional and country offices.

If ForumCiv intends to apply for funds to open a new regional or country office, approval must be obtained from the Board of Directors. The Board of Directors also decides on whether to enter into strategic membership in other organisations and networks, and also decides on any nominations for Board memberships in other organisations. In preparation for new agreement periods with Sida Civsam and Sida Partnership Forum, the Board of Directors is given the opportunity to discuss and decide on the focus for the next agreement period.

The Board of Directors shall ensure that the Annual Report is prepared in conformity with legislation, other applicable accounting standards and other requirements. The financial report must indicate which parts have been subject to external audit.

The Board is responsible for ensuring that the organisation has a formalised and transparent system which guarantees compliance with established principles for financial reporting and that appropriate relationships are maintained with the organisation's auditors.

The Board shall regularly evaluate the organisation's internal governance and control, and thereby ensure that the operation is run in an efficient manner and that the governing documents

that have been adopted are complied with within the organisation. The Board of Directors shall report annually on the organisation of internal governance and control.¹

The Board decides who has authority to sign on behalf of the organisation.

3.4 The Board of Directors appoints the Secretary General

The Board of Directors appoints the Secretary General and carries out an annual evaluation of the work of the Secretary General. The Board defines the Secretary General's duties and areas of responsibility. In addition, the Board of Directors provides the Secretary General with guidelines and instructions for day-to-day administration.

3.5 Other duties of members of the Board

The Board may appoint members of the Board as reference persons with responsibility to keep themselves informed on and to oversee specific strategic issues on the Board, the Board of Directors' Working Committee or other permanent groups appointed during the Board's term of office.

In exceptional cases, members of the Board may carry out tasks for the organisation over and above their Board duties. Where this takes place on a regular basis, the allocation of work will be clarified in writing to the Board of Directors and the Secretary General. Temporary assignments must be approved by the Board of Directors and minuted.

Information on fees and other remuneration paid to members of the Board of Directors must be publicly available and include remuneration for any assignments in the organisation over and above Board duties.

3.6 Participation in courses and seminars by members of the Board

Members of the Board may participate in courses and seminars arranged by ForumCiv when the course or seminar is directly associated with the Board member's role on the Board of Directors or the Board member has been requested by the Board of Directors, the working Committee or the Chairperson to monitor the issue.

Members of the Board may participate in other courses and seminars with the agreement of the Chairperson.

Participation in courses and seminars at which the Board should be represented, even if the member has no direct role, is to be coordinated with the Chairperson of the Board. The purpose

¹ Internal governance and control means the systems which the Management Team have introduced to ensure, as far as practically possible, that the operation is well-run and efficient. This includes procedures to ensure that the guidelines set out by management are followed, that assets are protected, that irregularities and errors are prevented or discovered, that the accounts are accurate and complete, and that reliable financial information is drawn up in due time.

should be clear and aimed at strengthening the Board of Directors and making ForumCiv visible in arenas in which members and potential members are involved.

3.7 Confidentiality, minutes and bias/conflict of interest

Confidentiality: Information provided to members of the Board and co-opted members present, and which has not been published, must be treated as confidential. Information which is public is shared on ForumCiv's website in the form of summaries of Board meetings, and is also shared with the staff on the Intranet.

Minutes: Minutes of the Board and the Working Committee are not public documents. The minutes are provided to members of the Board of Directors, the Secretary General and other co-opted members, auditors and ForumCiv's Nominations Committee. The Board may decide to permit the Management Team and others to see the minutes.

Bias/conflict of interest: The terms "bias" and "conflict of interest" mean that impartiality is in doubt. Members of the Board and other participants at Board meetings are obliged to report situations involving bias or conflict of interest. Links between Board members and industries, parties, organisations, operations or parts of the secretariat which may involve bias/conflict of interest must be notified by the Board member himself/herself. Links between co-opted members and industries, parties, organisations, operations or parts of the secretariat which may involve bias/conflict of interest must be notified by the participant himself/herself. All Board members and others involved are obliged not to prepare cases, participate in decisions or represent the organisation on matters in which there is bias/conflict of interest.

These matters will be included in the regular induction for members of the Board which is held annually.

4 The Working Committee

4.1 Composition and formal workplan

The composition and formal workplan of the Working Committee of the Board of Directors is set out in the statutes.

The Working Committee meets between Board meetings. The Secretary General participates in the meetings and has the right to speak and make suggestions but not the right to take decisions. The Organisation Secretary is co-opted to the meetings, with the right to speak and make suggestions but not the right to take decisions.

Any decisions shall be minuted and reported at the next Board meeting. The main rule is that the minutes are reported at the next Board meeting.

4.2 The role of the Working Committee

The role of the Working Committee is to prepare and follow-up Board meetings and to manage matters and areas of responsibility delegated by the Board of Directors.

The Working Committee shall identify issues that are important and strategic for the organisation and which will require to be considered by the Board of Directors over the coming year.

The Working Committee is also tasked with following up ForumCiv's internal governance and control, as well as the quality assurance system, on an ongoing basis.

The Working Committee is responsible for preparing members' meetings and the Annual General Meeting in accordance with Appendix 1.

4.3 Decision areas

The Working Committee takes decisions on matters which are delegated in writing by the Board of Directors and minuted at Board meetings.

The Working Committee decides on salaries, remuneration and terms of employment for the Secretary General and on any extension to the Secretary General's term of office.

The Working Committee may decide on changes of authorised signatories. All changes approved by the Working Committee must be ratified at the next regular Board meeting.

5 Chairperson

ForumCiv's Chairperson has a particular responsibility for ensuring that the work of the Board of Directors is well organised and carried out efficiently. The Chairperson shall lead the work of the Board and create conditions which enable the Board of Directors to fulfil its duties.

5.1 The role of the Chairperson

The Chairperson is responsible, jointly with the Secretary General, for ensuring that members of the Board understand the implications of the Board's remit and that members of the Board receive sufficient information on the organisation and adequate information on which to base decisions so that they can fulfil their obligations and carry on the work of the Board effectively.

The Chairperson is the Board's contact person for stakeholders and is responsible for passing on information to the Board of Directors.

The Chairperson shall check that decisions of the Board are implemented

The Chairperson shall ensure that the work of the Board is evaluated annually and that the Nomination Committee is informed of the results of the evaluation.

The Chairperson has the casting vote in the event of a tied vote at meetings of the Board of Directors and the Working Committee.

5.2 Collaboration with the Secretary General

The Chairperson shall maintain continuous contact with and provide support to the Secretary General, and carry out the annual performance appraisal for the Secretary General in accordance with ForumCiv's model.

In collaboration with the Secretary General, the Chairperson shall strengthen ForumCiv's profile, and also develop strategic networks in support of ForumCiv's long-term development and funding.

The Chairperson shall plan, coordinate and follow-up the work of the Board of Directors and the Working Committee jointly with the Secretary General.

The Chairperson and the Secretary General represent ForumCiv. The Chairperson and the Secretary General jointly formulate a division of responsibility and procedures in relation to external communications.

5.3 Contact with member organisations

The Chairperson is the contact person for member organisations on members' matters, and part of the Chairperson's remit is to foster relationships and strengthen cooperation between and with member organisations.

6 Vice Chairperson

The Board of Directors appoints a Vice Chairperson from within its number and the Vice Chairperson is ex officio a member of the Working Committee.

6.1 The role of the Vice Chairperson

The role of the Vice Chairperson is to deputise for the Chairperson if the Chairperson is unable to carry out his/her duties. When the Chairperson is available, the Vice Chairperson fulfils the same function as other regular members of the Board.

If the Chairperson resigns during his/her term of office, an election is held at the next Annual General Meeting unless the Board convenes an Extraordinary General Meeting. The Vice Chairperson does not automatically become the new Chairperson, but carries out the duties of the Chairperson until a new Chairperson has been elected.

In the light of the above, the Vice Chairperson needs to be familiar with the role and duties of the Chairperson in the Association.

7 The Secretary General

7.1 The role of the Secretary General

The Secretary General is responsible for operations, for driving forward ForumCiv's strategy and for ForumCiv's long-term funding.

The Secretary General leads and organises ForumCiv's activities within the framework of the current operational plan. The Secretary General is responsible for ensuring that the adopted governing documents are applied throughout the organisation and for ensuring and checking that these are complied with. The Secretary General is responsible for internal governance and control and for ensuring that ForumCiv's internal governance and control systems are complied with throughout the organisation.

The Secretary General is responsible for ensuring that the organisation implements the operational plan adopted by the Annual General Meeting and the Board of Directors. The Secretary General is employed by the Board of Directors and is responsible to the Board of Directors for ForumCiv's operation. The Secretary General shall run the day-to-day administration in accordance with the decisions of the Board of Directors. The Secretary General decides on overall organisational structure and operational procedures to increase fitness for purpose.

The Secretary General sets out and is responsible for the Attestation and Delegation Instruction for ForumCiv's operations for employees within the organisation.

The Secretary General and Assistant Secretary General acting together can provide Regional and Country Managers with power of attorney linked to their duties. This power of attorney linked to their duties gives them the right to be the sole signatory on agreements relating to current operations within the framework of their respective area of operation and the established operational plan and budget.

The Secretary General can grant the right to sign for bank accounts and plusgiro accounts.

The Secretary General decides on the appointment, terms and conditions for and the skills development of Unit Managers, Regional Managers and Country Managers. The Secretary General is appointed by the Board of Directors to represent the Employer. The Secretary General is also responsible for the work environment.

The Board of Directors has delegated to the Secretary General the permanent authority to take decisions on ForumCiv's applications and to provide high quality reports to all funding providers. The decision process in respect of ForumCiv's applications to external funding providers, which is delegated to the Secretary General, must be quality assured.

The Secretary General shall take part in meetings of the Board of Directors and the Board's Working Committee, with the right to speak and make suggestions but not the right to take decisions.

The Secretary General reports to the Board of Directors on the performance of the organisation, acts as rapporteur and proposer on issues prepared by the Management Team, and also provides the Board of Directors with the information required for its work. The Secretary Generals shall

ensure that the Board of Directors is provided with the information necessary for it to take well-founded decision, and will keep the Board informed of developments in the organisation's operation in the period between Board meetings. The Secretary General may delegate the duties of rapporteur and proposer to another person. The Secretary General is responsible for providing relevant induction to members of the Board of Directors on their duties in preparation for each new term of office. This includes making them aware of their responsibilities, providing advice on how they can keep themselves informed and how they should fulfil their governance and control responsibilities.

The Secretary General can, as required, appoint a deputy in the event of his/her absence. The main rule is that the Assistant Secretary General shall be appointed to deputise.

The Secretary General's appointment is for the period agreed between the Parties.

7.2 Collaboration with ForumCiv's Chairperson

In collaboration with ForumCiv's Chairperson, the Secretary General shall strengthen ForumCiv's profile, and also develop strategic networks in support of ForumCiv's long-term development and funding.

The Secretary General shall plan, coordinate and follow-up the work of the Board of Directors and the Working Committee jointly with the Chairperson.

The Secretary General and the Chairperson represent ForumCiv. The Chairperson and the Secretary General jointly formulate a division of responsibility and procedures in relation to external communications.

8 Appendix I: Guiding information in preparation for planning by Board meetings and Working Committee meetings

This document is a supplement to the Rules of Procedure and for Decision Making (approved by the Board of Directors, spring 2013).

To enable the Board to take well-founded strategic decisions on the operation, it is necessary that the Chairperson, in collaboration with the Secretary General, provides the Board of Directors on an ongoing basis with sufficient information on ForumCiv's operation and relevant decisions and changes imposed by the Swedish Ministry of Foreign Affairs, Sida and other funding providers.

Matters at Board meetings

- 1) The agenda for Board meetings must clearly identify matters included for information purposes, for discussion and for decision.
- 2) In respect of matters for decision:
 - a) Matters for decision must follow the template previously produced which requires that a clear basis for the decision, consequence analysis and proposed decision are provided.
 - b) The main rule is that matters for decision are initially submitted as matters for information purposes and then as matters for decision at the subsequent Board meeting. The necessary information must be in the hands of the Board in good time before the meeting.
 - c) The Secretariat should make every effort to ensure, as far as possible, that the necessary information is ready for the Working Committee meeting so that the planning for the Board meeting will be as effective as possible.

Projects run by the Board of Directors

When the Board of Directors is working on a major/long project, such as a programme of ideas, the Annual General Meeting or Members' meeting, the following applies:

- 1) The Board appoints a Steering Committee and produces clear directives for the assignment. The Steering Committee is responsible for reporting to the Working Committee before each Board meeting.
- 2) The Secretariat personnel will constitute a working group/project group, and will appoint a Project Manager who will report to the Working Committee, either directly or to the Secretary General, who then reports in turn to the Working Committee.
- 3) The Working Committee will then keep the Board of Directors informed and will obtain the views or decision of the Board of Directors.
- 4) Preparations for the Annual General Meeting:

- a. The Working Committee is the Steering Committee, and will task the Secretariat with developing a plan for the practical work and arrangements to implement the Board of Directors' wishes on the focus/theme.
- b. The Working Committee produces proposals for a clear division of work between members of the Board of Directors and the Secretariat, and also nominates a member responsible/convener.
- c. The Working Committee is responsible, jointly with the Board of Directors, for following up the Annual General Meeting.

Other information relating to matters for the agenda

- 1) The dates of Board meetings are decided by the Board of Directors, and a timetable is simultaneously drawn up showing when the various matters are to be considered during the year.
- 2) Legal cases are brought up as an obligatory point in the Secretary General's report. The Secretary General requests the Controller for information in preparation for every Board meeting. Any major changes or sensitive cases are brought up as individual points on the agenda.
- 3) Risk analysis reports and corruption reports are discussed in connection with four-monthly reports.
- 4) An assessment of whether the internal governance and control has been satisfactory during the year is made in connection with annual reports to the Board of Directors.
- 5) A report on the financial status of the organisation is an obligatory part of every Board meeting.
- 6) The Board of Directors follows up the operational plan adopted by the Annual General Meeting through four-monthly reports (first and second four-monthly reports) as well as the Annual Report.
- 7) Any brief information matters are discussed under "Any Other Business" on the agenda. If there is a longer report on, for example, an event, the Board member involved shall give advance notification that the point should be included on the agenda. No decisions are taken on matters raised under "Any Other Business".

9 Appendix 2: Terms and conditions for ForumCiv's elected representatives

Reimbursement is given for actual costs incurred for work on behalf of ForumCiv within the framework of the Board of Directors, the Working Committee, Drafting Committees, any reference group/networks and for travel.

Compensation in the event of loss of earnings for members of the Board of Directors, the Nominations Committee and for Internal Auditors.

Compensation for loss of earnings through attendance at meetings may be given at an amount up to 1/30 of the price base amount per member (SEK 1587 for 2021, excluding Employer's Contribution) for full days and 1/60 of the price base amount per member (SEK 793 for 2021, excluding Employer's Contribution) for half days. The compensation will be for actual earnings lost up to the maximum amount, and confirmation must be provided through a payslip or similar document showing the shortfall in earnings.

Budget for compensation for loss of earnings for the Nominations Committee and Internal Auditors

The budget for compensation for loss of earnings for the whole of the Nominations Committee is 0.5 of the price base amount (SEK 23,800 for 2021) per financial year (including Employer's Contribution).

The budget for compensation for loss of earnings for all Internal Auditors is 0.25 of the price base amount (SEK 11,900 for 2021) per financial year (including Employer's Contribution).

<u>Travel within Sweden:</u>	Reimbursement of the cost of travel within Sweden is paid in accordance with the lowest total cost principle, corresponding to 2nd class train travel to and from home (other locations by agreement). Travelling by train is encouraged for environmental reasons. Flights may be booked if the saving in time or expense is significant. This must be agreed with ForumCiv's Secretariat in advance. A mileage allowance is payable for car travel at a rate of SEK 18.50 per 10 km for the actual distance driven, but the amount payable must not exceed the cost of a 2nd class train ticket.
<u>Travel outside Sweden</u>	Travel to and from other countries is made using airlines affiliated to IATA, and is authorised to and from the home location (other locations by agreement). All travel, international, connections and local travel shall be made in accordance with the lowest cost principle. Where possible, train travel is recommended for environmental reasons.

<u>Daily allowance</u>	<p>A daily subsistence allowance is payable at the amount approved by the Swedish Tax Agency for the respective country, and in Sweden at a rate of SEK 220 per day for business which leads to overnight stays more than 50 km from home and from work. For meals that you do not pay for yourself, this amount is reduced by:</p> <table border="0" data-bbox="435 376 1444 674"> <thead> <tr> <th></th> <th style="text-align: center;">Sweden</th> <th style="text-align: center;">Abroad</th> <th></th> </tr> </thead> <tbody> <tr> <td>- all meals provided free</td> <td></td> <td style="text-align: right;">SEK 198</td> <td style="text-align: right;">85 %</td> </tr> <tr> <td>- lunch and dinner</td> <td style="text-align: right;">SEK 154</td> <td></td> <td style="text-align: right;">70 %</td> </tr> <tr> <td>- lunch or dinner</td> <td style="text-align: right;">SEK 77</td> <td></td> <td style="text-align: right;">35 %</td> </tr> <tr> <td>- breakfast</td> <td style="text-align: right;">SEK 44</td> <td></td> <td style="text-align: right;">15 %</td> </tr> </tbody> </table>		Sweden	Abroad		- all meals provided free		SEK 198	85 %	- lunch and dinner	SEK 154		70 %	- lunch or dinner	SEK 77		35 %	- breakfast	SEK 44		15 %
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<u>Accommodation</u>	<p>Accommodation is reimbursed when it is essential for attendance at a meeting, in accordance with the lowest cost principle, taking account of safety, proximity, ability to work and a reasonable level of comfort and convenience. This will normally mean an economy hotel, a guesthouse or hostel. In the absence of receipts, an overnight allowance will be payable at a rate of half of the 24-hour rate. For Sweden, this is SEK 110.</p>																				
<u>Loss of earnings</u>	<p>Elected representatives on the Board of Directors and its working groups are entitled to a daily allowance, reimbursement of travel, accommodation and compensation for loss of earnings confirmed by a certificate from the employer of actual earnings lost in connection with assignments for ForumCiv. The self-employed are entitled to compensation for loss of earnings up to a maximum amount of the established sickness benefit qualifying income ceiling. The Board of Directors may authorise up to 5 base amounts as fees for the Chairperson.</p>																				
<u>Other payments</u>	<p>ForumCiv offers reimbursement of daytime childcare for participation in Board meetings during parental leave on submission of invoices. This offer may be utilised for a maximum of one year before the child begins preschool.</p>																				
<u>Insurance:</u>	<p>ForumCiv's business travel insurance through ERV applies to travel on behalf of ForumCiv.</p>																				
<u>Travel expenses</u>	<p>The special electronic travel expenses form must be used.</p>																				