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Introduction

The Swedish Partnership Programme Procedures Manual, the Swedish Partnership Programme Guide and the Application and Reporting Templates are the documents that all organisations need to read before applying to the programme. While the Programme Guide explains the Swedish Partnership Programme’s principles and approach, this manual outlines the practical details your organisation must know to apply, implement, and report your initiative.

Please note that this manual is continuously updated. You should always read the manual online on ForumCiv’s website to ensure that you have the latest information. Do not download or copy the manual, neither fully nor partly to avoid missing updates. The date on the front page indicates the date of the latest update. Significant updates or changes to the programme are always communicated via email to the Swedish organisation’s assigned contact person for ongoing initiatives.

The Swedish Partnership Programme on ForumCiv’s website

You will find basic information about SPP on ForumCiv’s website Swedish Partnership Programme | ForumCiv. This is where you will find information on upcoming application windows and important updates and news about the programme. Significant updates or changes to the programme are always communicated via email to organisations’ assigned contact persons for ongoing initiatives.

Forms and templates

You will find the latest updated agreement documents, forms and templates on ForumCiv’s website Forms and templates | ForumCiv. Always visit the website to ensure that you are using the latest versions of the documents. Previous versions will not be accepted by ForumCiv.

The Organisation portal

ForumCiv’s Organisation Portal ForumCiv | Organisation Portal | Start is where you start to apply for Eligibility and Membership to ForumCiv. If approved, this is where you manage your applications, initiatives and reports and submit all relevant documents. The portal is also where you handle your organisation’s profile, contact persons etc. and upload your latest organisation documents. Note that you must create an account to use to the Organisation portal. Details of how to do this are available on the webpage.

Contact

For any issues, you should contact your Programme Officer. If you do not have a Programme Officer, contact sokabidrag@forumciv.org. For technical support regarding the portal, contact portalsupport@forumciv.org.

Complaints

Grant decisions cannot be appealed. An applicant organisation may, however, lodge a complaint about how its application has been handled. Together with overall feedback, complaints should be directed to feedback@forumciv.org which is ForumCiv’s complaint and response system.
The Swedish Partnership Programme’s Programme Cycle

Please consider the programme cycle when planning your initiative. The dates for the windows will help you to plan for when to submit an application for an initiative. The period for paying out granted amounts indicate when you can expect funds to be paid out from ForumCiv. Lastly, the deadlines show when you need to submit an application or report to ForumCiv. Note that submitting reports is a condition for receiving future payments and for applications to be approved.
Before applying for an initiative

Before you apply for funding to SPP, please look through the requirement areas below.

1. Do you fulfil the Swedish Partnership Programme’s basic requirements?

Your organisation must fulfil these basic requirements to be considered for SPP:

- Be a registered non-profit organisation or trust in Sweden.
- Be based in Sweden.
- Be non-governmental.
- Be democratically governed and granting all members the possibility to influence the organisation.
- Have non-profit goals.
- Promote democratic development and human rights.
- Have existed for at least two fiscal years for which the annual reports have been presented and the board been given discharge.
- Have the capacity to contribute with 5% of the budgeted expenses, excluding administration in Sweden.
- Have a local partner organisation in the country where the initiative will take place.

2. Are you eligible?

The Swedish organisation must pass ForumCiv’s eligibility assessment to apply for funds. This assessment has the purpose of ensuring that your organisation fulfils the basic requirements.

An eligibility assessment is needed if you are applying for initiatives for the first time or if more than three years has passed since the end date of your last implemented initiative granted by ForumCiv.

Applications for eligibility are done via the Organisation Portal: ForumCiv | Organisation Portal | Start. If applicable, you can apply for membership to ForumCiv in the same application. Note that you need to first create an account.

Be sure to send in the required documents in due time before the application window you plan to apply for.

3. Are you a member of ForumCiv?

Organisations that are funded by SPP need to be a member of ForumCiv. Non-member organisations with already granted initiatives will not be affected by this until the next time they apply.

Please note that a membership is not a guarantee for receiving funding.

Applications for membership are done via the Organisation Portal ForumCiv | Organisation Portal | Start. If applicable, you can apply for eligibility in the same application. Note that you need to first create an account.
4. Is your initiative relevant for the Swedish Partnership?

SPP grants funds that strengthen partnerships between Swedish and local civil society organisations abroad (in a DAC country) who organise to demand democracy, accountability, equality, and human rights for all.

For your initiative to meet SPP’s formal relevance requirements it should:

- Be aligned with SPP’s Theory of Change and principles (see SPP Programme Guide).
- Contribute to the Swedish Government’s strategy for support via Swedish civil society.
- Have a Rights-Based Approach.
- Be planned and implemented by a partnership between a Swedish and local organisation(s).
- Be implemented in an Official Development Assistance recipient country.

Service delivery and Rights Based Approach

Achieving structural change requires engaging in awareness-raising, mobilisation, and advocacy. However, in some context it may also be necessary to initially provide certain services to strengthen people’s collective capacity. Taking the rights-based approach into account, it is possible to receive a limited amount of funds for service delivery. Such initiative will be assessed on a case-by-case basis where the relevance of information asked for depend on the context, partnership, and initiative. If you consider applying for funding to service delivery, consider the following questions:

- Is the overall approach in the partnership and this initiative rights-based and connected to SPP’s theory of change?
- Is the service delivery a means to contribute to the rights-based partnership and initiative? Is it sustainable?
- Is the service delivery addressing an immediate need? Is meeting this need necessary for collective action to be possible?
- Can the service delivery be funded by a local public entity instead?
- Is there a plan for how to systematically manage the service delivery?
- Is there a risk that the service delivery cause harm? Is there a risk that it creates or exacerbate tensions between groups taking part of the service, and those that do not?
- Is there a clear, strategic, and realistic plan for how to phase-out the service delivery?

5. Is your partnership relevant for the Swedish Partnership?

Local organisation

Together with Swedish partners, SPP aims to support independent and democratically governed local organisations that stand behind ForumCiv’s values. For this purpose, the local organisation must fulfil these basic requirements:

- The governance and management are local and independent from the Swedish organisation (any organisational support from must happen outside of the governing structure).
- The organisation is not created by the Swedish organisation.
- The organisation can manage its capacity and financing operations without support from the Swedish organisation.
- The organisation stands behind ForumCiv’s values.
- The organisation does not advocate violence in any way or form.
This also applies to umbrella organisations that you might cooperate with.

Please note that a local organisation must be legal entities to be formal parties to the agreement with the Swedish organisation. Whether this requires the local organisation to be formally registered will differ depend on the country of operation.

**Partnership**

SPP seeks to support a diverse range of civil society organisations that vary in size, capacity, and thematic focus. However, while considering this diversity, the following criteria need to be fulfilled for your partnership:

- The development work is led by civil society actors, with a strong local ownership.
- The development work contributes to the long-term goals/strategy of the local organisation.
- The development work strengthens the civil society in one or more ways.
- The development work strengthens human rights.
- The development work has long-term goals for structural change.
- The development work engages in awareness-raising, mobilisation, and advocacy.
- The development work within a partnership continuously progresses, evolves and builds on results and learnings to better achieve structural change, with consideration to the opportunities and limitations of the context.

**Informal actors (social movements, networks, human rights activists etc.)**

In SPP, informal actors are defined from other civil society actors based on their more loosely organised characteristics and non-legal/registered status. The latter often excludes such actors from entering into agreements, owning assets and from holding legal protection and liabilities. This distinction is important to emphasise as it stops informal actors from managing ForumCiv grants themselves.

Support to informal actors is possible in SPP. For them to be operational and leverage their status as informal, a local partner organisation must take formal responsibility for managing the funds and meeting the agreement requirements. This includes both taking charge of the bookkeeping, monitoring, coordinating the reporting process, etc.

Although informal actors take responsibility of implementing activities, they are inherently not official agreement partner due to the reasons above. Still, actors and organisations should sign an MOU to clarify the roles and responsibilities in their partnership and set down potential ground rules.

**Applying for an initiative**

If the Swedish and local organisation(s) meets the requirement areas above, you are welcome to apply for funding to SPP.

**The Swedish Partnership Programme’s organisation assessment**

ForumCiv does a thorough assessment of the Swedish organisation and a broader assessment of the local organisation when assessing applications. The first step is an assessment of the Swedish
organisation’s size and capacity based on SPP’s prioritisation principles below. This assessment looks at the main purpose(s), member base, financial turnover of the Swedish organisation.

Further information on how ForumCiv makes organisation assessments will be provided shortly.

Swedish Partnership Programme’s prioritisation principles

ForumCiv is sometimes not able to grant funds for all initiatives that are relevant for the programme. To be able to continue supporting a wide spectrum of Swedish organisations, ForumCiv assesses each application on its own, but there is also a need to prioritise among the organisations applying for funding. When that is necessary, ForumCiv prioritises on the following grounds:

Rights-based perspective in international partnerships/cooperation

To what degree does the organisation propagate for a rights-based perspective in its international partnerships/cooperation?

In international cooperation the emphasis to combat structural causes of poverty is highlighted and an organisation should as clearly as possible present an idea on underlying causes of poverty and the responsibility of duty bearers, usually the government/governmental agencies, to guarantee the rights of its citizens. A rights-based perspective should be visible in the organisation’s steering documents.

A pluralistic and diverse international civil society

How important would the support to the Swedish organisation be for local civil society actors? To what extent would support to the Swedish organisation mean that local civil society actors are given opportunities to act for change otherwise not given?

There has been a trend for many years that international funding is directed towards large and strong organisations with many employees, putting emphasis on compliance and thereby limiting the possibility for support to other civil society actors. ForumCiv support should ensure support to a diverse civil society, giving priority to Swedish organisations having partnerships with civil society actors otherwise lacking international support.

Rights-based perspective in Sweden

To what degree does the organisation lobby, advocate and spread information that contributes to a fair and sustainable world from a rights-based perspective in Sweden?

An organisation working with a holistic rights-based approach, with both international partnerships and towards members/stakeholders/public in Sweden should be prioritised over an organisation only focusing on international work.

Added outreach and engagement in Sweden

To what extent would financial support from ForumCiv contribute to adding to the outreach, engagement and understanding of causes of inequality and poverty in the organisation’s work in Sweden?

Support to connecting an organisation’s international and domestic operations is an effective way of working towards a global civil society. Special attention should be paid to issued-based organisations working towards large number of members/stakeholders/public in Sweden.

Added value of the Swedish organisation
What is the added value of the Swedish organisation?

The added value is defined as the increased possibility for rights-based changes to occur when funding is going to a partnership instead of directly to a local organisation. It could be understood as the difference in results between funding a partnership between a Swedish organisation and a local organisation, and the direct funding of the local organisation; if all funding theoretically would be transferred to the local organisation what negative consequences would it have for achieving changes?

Funding modalities

The SPP has three different funding modalities. The basic conditions and requirements are outlined below. You can read more about the modalities in the Swedish Partnership Programme Guide.

There is no funding ladder within the programme where organisations automatically can apply for higher funding after a completed initiative. Instead, the amount recommended or granted is closely connected to the capacity of the Swedish organisation and previously implemented initiatives. This implies that the recommended or granted amount can remain the same across several implemented initiatives.

Partnership Pilot (PP)

The main purposes of the Partnership Pilot are to strengthen the strategic work of the local organisation, to set strategic goals for the partnership, and to plan for a joint development initiative.

To be able to apply for this modality, the applying partners must already have an established partnership. The minimum requirement is that there has been a form of previous collaboration, from which the partners have gotten to know each other well and have established a relationship of trust and transparency. As with all funding modalities, applying partners have a responsibility to assess the level of risk in entering into an agreement together.

Conditions for Partnership Pilot:

- Max 300,000 SEK per Swedish organisation.
- Max 12 months implementation period.
- The applying organisations must have an existing partnership.
- The Swedish organisation’s budget can exceed the 25%-limit (see “Application guidelines”).
- Audit as per ForumCiv’s instructions is required.

Medium Partnership Funding (MPF)

Medium Partnership Funding is recommended for organisations that have conducted a partnership pilot, a previous SPP pre-study or initiative, or first-time applicants that have carried out development initiatives with local organisations.

MPF’s main aim is to support the local organisation’s long-term goal and provide as much flexibility as possible for partners regarding planning, implementing (adjusting), and reporting initiatives. This means that the modality has a “spectrum”-approach to granting where level of flexibility depends on the partners organisations’ capacity and application.

Facilitating transition to more flexibility will allow local organisations to pursue their own set of priorities and plans, and to implement the strategies and approaches they themselves have defined
according to their vision and mission. This also provides conditions to strengthen organisational systems, processes, and internal legitimacy and when applied correctly, to reduce administrative workload according to different donor requirements. This transition requires strengthened systems, increased transparency, and trust between partners, and between partners and ForumCiv. This will also provide an opportunity to make a shift in the dialogue between the partner organisations and ForumCiv from more detailed discussions on agreement level to discussions and collaboration on a more overall, strategic level.

**Conditions for Medium Partnership Funding**

- Max 3 MSEK/year per Swedish organisation.
- Max 3 years implementation period.
- Several local organisations can be included in one MPF application.
- ForumCiv will assess the local organisation(s) in the application.
- The flexibility should be extended to the local organisation as much as possible. The premise should be that the funding is as flexible as possible, based on the nature of the local organisation’s work and its organisational capacity. ForumCiv assess and determines the maximum level of flexibility.
- A Swedish organisation can only have one ongoing MPF at a time.
  - A Swedish organisation can apply for Partnership Pilots parallel to MPF and should then motivate how the local organisation(s) of the PP will be included in the ongoing or following MPF application.
- New partnerships can be incorporated into ongoing MPF initiatives in dialogue and with approval from ForumCiv. Please note that the amount already granted within MPF does not change under this condition.
- The amount to apply for should be based on your self-assessment of your organisation’s capacities and the following criteria:
  - Swedish organisations that have completed an initiative up to 500,000 SEK total can apply for maximum 500,000 SEK/year.
  - Swedish organisations that have been granted more than 500,000 SEK total by ForumCiv should apply for the same annual amount as their current or latest granted initiative.
  - Please note that the above recommended amounts are based on SPP’s assessment of organisations’ capacity. Applications for increased amounts need to be strongly motivated and may be approved in exceptional cases (for example, proven capacity to manage parallel initiatives during the same year, meaning that the amount can be based on the total annual amount of the parallel initiatives up to 3 MSEK/year). Applications for increased amounts could be adjusted or rejected if SPP assesses that the capacity of your organisation does not correspond to the applied amount.
- Swedish organisations that have not applied to SPP previously are recommended to look through the SPP Programme Guide and the contents of this manual before applying. For questions please contact sokabidrag@forumciv.org.
- Organisations that have not previously worked with multiple local organisations are encouraged to submit an MPF application with one partner and apply for a PP to be carried out with the new partners that are to be incorporated in future initiatives.
- In the agreement, flexibility is determined by agreement conditions and the level of detail in the budget and operational plan.
- Audit as per ForumCiv’s instructions is required.
Large Partnership Funding (LPF)

Please note that this modality is not open for applicants during 2023-2027.

The process for granting LPF started in May 2021 where organisations were invited to submit concept notes. A selection process was made based on the organisation’s capacities and relevance for the SPP programme and those organisations were in turn invited to submit pre-applications. Pre-applications were assessed according to Programme standards and prioritisations in the fall of 2021. Decisions on which organisations could submit full applications were made by the General Secretary, Deputy Secretary General and Programme Manager.

For approved LPF applicants:
Specific LPF application instruction and agreement instructions apply. Please contact your Programme Officer for questions.

The Large Partnership Funding is the most flexible modality and is aimed for Swedish organisations with multiple partnerships. This funding modality is granted to organisations that are assessed to have high capacity to conduct rights-based partnerships, development work, and communication; that share SPP’s theory of change; and which have high institutional capacity in financial and administrative management, internal steering and control, democratic governance, and in managing development programmes overall.

Two important differences between MPF and LPF should be noted:
- LPF provide funds to the Swedish organisation’s operations, which includes their rights-based work in Sweden and their partnerships abroad. SPP therefore mainly assess the Swedish organisation’s capacity.
- The Swedish organisations assess the kind of support they provide for the local organisations - a premise being that funding should be as flexible possible, based on the nature of the local organisation’s work and its organisational capacity.

Conditions for Large Partnership Funding:
- Over 3 MSEK/year per Swedish organisation.
- Max 5 years implementation period.
- Funding can be granted to the Swedish organisation’s operations, which includes rights-based work in Sweden and partnerships abroad.
- The Swedish organisation determines the level of flexibility and support to local organisation(s). The premise is that the funding is as flexible as possible.
- The Swedish organisation can include local organisations into LPF throughout implementation. ForumCiv will not assess these but needs to be informed before funds are transferred.
- In the agreement, flexibility is determined by applicable conditions and the level of detail in the budget and operational plan.
- Audit as per ForumCiv’s instructions is required.

Application windows and deadlines
ForumCiv has two kinds of application windows, each with its specific timeline:
- August window – for PPs and MPFs with start at the beginning of a financial year.
• March window – for PPs with start before the Swedish summer and final report date aligning with August window the following year.

For information on the exact dates of upcoming application windows and deadlines, check the programme page on ForumCiv’s website Swedish Partnership Programme | ForumCiv.

Applying via the Organisation Portal

All applications are submitted via the Organisation Portal ForumCiv | Organisation Portal | Start. ForumCiv does not accept applications via email or hard copies. All applications received outside of the application windows are dismissed.

In the Portal, you first select which window and funding modality you are applying to before filling in the application and uploading all the required documents. Make sure to read the instructions on the portal carefully so that your application is complete and filled in correctly.

The application

On ForumCiv’s website you will find the specific application document you are required to upload Forms and templates | ForumCiv. Which documents you should use depend on which modality you are applying for.

An application includes the following:

• Narrative application answering a set of application questions.
• Operational plan for the applied period.
• Budget for the applied period.
• Organisation documents.

Note that all applications should be submitted in English. For initiatives in Latin America and the Caribbean Spanish is accepted.

For detailed support on how to fill in the application, see the “Application guidelines” below.

Confidential application and initiatives

Sensitive information can have a major negative impact on the safety of your organisations. ForumCiv classify applications and initiatives as “Confidential” when including sensitive information that require a high level of protection. These cases can cause serious harm to the safety of individuals and organisations due to risks related to the sensitivity of the information and/or context would it be exposed. For example, information causing individuals and organisations to be persecuted, threatened, targeted by violence or forced to cease their activities.

Protecting information at a high level requires time and resources for setting-up and maintaining routines and systems. If not necessary, this is highly inefficient and will become a costly and tedious task. It is therefore very important to determine whether your application, and potential future initiative, should be treated as confidential. This requires that you analyse your need for confidentiality, and that you understand the differences in ForumCiv’s procedures between regular and confidential initiatives.

Differences in procedures between regular and confidential initiatives

The table below contains the procedures for information management and the differences between regular and confidential initiatives. Note that these only concern the procedures between your
organisation and ForumCiv. It is the responsibility of your organisation to ensure that the procedures in your partnership are designed in an adequate way. If the confidential routines are not followed at all times there is a risk that sensitive information is exposed.

<table>
<thead>
<tr>
<th>Procedure</th>
<th>Regular</th>
<th>Confidential</th>
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<tbody>
<tr>
<td>Verbal communication</td>
<td>Open</td>
<td>Pre-cautionary measures so that sensitive information cannot be overheard or recorded. Consider the sensitivity of call logs.</td>
</tr>
<tr>
<td>Digital meetings</td>
<td>Open</td>
<td>Teams, Zoom</td>
</tr>
<tr>
<td>Written communication</td>
<td>Open</td>
<td>SecureMail, Signal</td>
</tr>
<tr>
<td>Information management</td>
<td>Open in ForumCiv’s grant management system.</td>
<td>Name of the initiative, country of implementation, total budget amount, and name of Swedish organisation are open in ForumCiv’s grant management system. Securely in designated folder on ForumCiv’s cloud, SecureMail</td>
</tr>
<tr>
<td>Internal information sharing</td>
<td>Open within ForumCiv.</td>
<td>Limited to key persons in ForumCiv. Shared securely in ForumCiv’s system.</td>
</tr>
<tr>
<td>External information sharing</td>
<td>Approved initiatives are shared on Sida’s CSO database</td>
<td>None.</td>
</tr>
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Please note that if there are specific aspects of an initiative that you consider confidential, the initiative can be managed according to the regular procedure as long as sensitive information is never shared with ForumCiv. This requires that ForumCiv will be able to assess and manage the overall initiative without the sensitive information.

Before you apply

If you believe that your application, and potential future initiative, need to be treated as confidential, you send an email to ForumCiv via sokabidrag@forumciv.org minimum five weeks before the deadline to submit applications. Without disclosing any sensitive information you should provide an analysis of your need for confidentiality that answers the following questions:

- What makes it necessary to treat the initiative as confidential?
- How have you established this? (Did you do a risk-assessment?)
- What are you and the local organisation doing to keep information about the initiative confidential?

ForumCiv will then contact you for a discussion of your analysis; the differences in procedures between regular and confidential initiatives; and how information is handled by ForumCiv.

At this point, you may decide that the application, and potential future initiative, does not need to be treated as confidential. If so, the application can be submitted as usual.
If it is assessed as necessary after the discussion, you will be asked to provide a thorough risk assessment and any other complementary information needed. Note that if the risk assessment and complementary information is sent to ForumCiv through open communication (i.e. not through SecureMail) it cannot include any sensitive information.

If ForumCiv determines that your application, and potential future initiative, should be treated as confidential, your organisations must start to follow the procedures for confidential initiatives. This means that you must submit the application via SecureMail directly to the Programme Officer provided by ForumCiv. Please note that your organisation must get a SecureMail account, ForumCiv is not able to provide this.

### Classification of ongoing initiatives

<table>
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<tr>
<th>Classification of ongoing initiatives</th>
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<tbody>
<tr>
<td>Contact your Programme Officer if you have an ongoing initiative and consider that its classification needs to be changed from open to confidential or from confidential to open.</td>
</tr>
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</table>

Remember that continuous action and attention are required, everyone must keep classification in mind when developing and/or saving documents. Personal responsibility is key for maintaining an appropriate procedure over time. Remember that it is the owner of the information who is responsible for ensuring that the information is classified. The initial owner is usually the one who created the information, decided about it, or assumed responsibility of it.

### Your Programme Officer

Once you have submitted the application you will be assigned a Programme Officer. In addition to assessing your applications and reports, the Programme Officer is responsible for the overall communication with the Swedish organisation and should always be your first and main contact for questions and support.

### Introduction meeting

Your Programme Officer will send an email to the contact person of the Swedish organisation to confirm the submission of your application. Your Programme Officer may also invite you to an introduction meeting to introduce the programme further, ask for clarifications on parts of the application, or have a dialogue about your organisations’ capacities.

### The application process

The application process consists of three phases:

1. Your application is assessed by a Programme Officer. The assessment consists of an analysis of your application and the applying organisations, primarily the Swedish organisation.
2. When the Programme Officer has completed the assessment, it is discussed within the Grants Committee, comprising of key staff from ForumCiv. The composition of the Committee ensures programmatic and contextual knowledge as well as knowledge about internal and external compliance requirements established by ForumCiv and Sida.
3. The decision for approval is taken by the Head of the Grants Committee and the assessment is shared with the Swedish organisation. If the decision is to approve, an agreement is signed with ForumCiv before the funds are disbursed. If the decision is to reject, you are offered a meeting to discuss the decision.
In cases where an application is assessed as not fulfilling formal requirements for receiving grants or not possible to support based on SPP’s framework, a decision for dismissal may be taken by the Head of the Grants Committee. The organisation will then be informed and offered a meeting to discuss the decision.

**When you can expect a decision**

ForumCiv has two application windows, each with its specific timeline:

- **August window** - Approval decisions are shared mid-December. Rejection and dismissal decisions are shared continuously, but mid-December at the latest.
- **March window** - Application decisions shared 15 weeks after application deadline. Rejection and dismissal decisions are shared continuously, but 15 weeks after deadlines at the latest.

Please note that the number of applications received during a window can affect the timelines.

**When you can expect funds**

The disbursement of funds to the Swedish organisation is dependent on when ForumCiv receives funds from Sida. This usually happens in February/March each year. However, in 2023 ForumCiv expects this to happen in April as it is the first year of a new agreement period with Sida. Please be mindful of this in your planning.

**The Swedish Partnership Programme’s Assessment Criteria**

ForumCiv approves applications through an objective and competitive process. All applications are assessed using pre-determined criteria based on the Programme’s principles and Theory of Change. SPP’s assessment criteria are closely tied to one another. The criteria therefore focus on key aspects of an initiative while assessing its potential as a whole. An application may therefore be rejected or approved though certain criteria are assessed as sufficient or in need of improvement.

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Relevance</strong></td>
<td>The extent to which the initiative’s objectives and design are relevant to the CSO strategy, SPP’s Theory of Change and responds to the local needs and priorities. A special focus is given to the integration of a gender power analysis and any other relevant development perspective.</td>
</tr>
<tr>
<td><strong>Partnership</strong></td>
<td>The extent to which partner organisations demonstrate adequate capacity to maintain strategic and sustainable partnership. The extent to which the partnership and its operations are in line with the local organisation’s vision and strategy. The extent to which the division of roles are responsibilities are appropriate in maintaining an effective partnership and achieving the initiative’s objectives.</td>
</tr>
<tr>
<td><strong>Implementation</strong></td>
<td>The extent to which the initiative’s implementation strategy, including methodology, budget, risk analysis and risk management, are appropriate to achieve the initiative’s objective. A special focus is given to the do-no-harm approach.</td>
</tr>
</tbody>
</table>

The assessment process also includes reviewing the applying organisation based on its organisational documents and history within ForumCiv (e.g. applications, initiatives, reports, organisational
assessments, evaluations, past conditions, recommendations and communication etc.). Second, applications are reviewed in two steps during the assessment process, first based on the criteria and second in comparison to other applications. This is to ensure that the programme supports a diversity and representation of partnerships and does so in the most qualitative and efficient way possible.

**Completions during the assessment**

Please note that after you have submitted the application, your Programme Officer may request completions during the assessment process. This is quite common and done to help understand aspects of the application that may be unclear due to missing or vague information.

Requests will be sent to the email of the assigned contact person of the Swedish organisation together with a deadline. Check the email frequently as not miss any completions and deadlines.

## Application guidelines

Below you will find general guidelines to support you when filling in your application. Note that these guidelines are specific to SPP and complement the instructions in the specific application templates and those available on the Organisation Portal.

Please note that *initiative* refers to the time-bound grants that partners receive within SPP.

Consider the following three aspects when preparing your application:

### Local organisation’s long-term goals/strategy

This refers to the change (long-term goal) the local organisation is working towards, and a description of how they work towards that goal (strategy). Some organisations may have formal documents describing this, for example in their statues, mission, vision, work plan, while others may not. Where this information is located is not the important part for ForumCiv. The programme requirement is that you can present this information in the application.

### Organisation and partnership assessment

In order to determine connections between partners and define initiatives to be implemented together, organisations are expected to carry out a self-assessment of their organisations and their partnership. The Swedish Partnership Programme encourages such assessments to analyse power relations to ensure that the focus of the partnership is aligned with the local organisation’s strategy, long-term goals and organisational needs. These assessments allow you to investigate what capacities your respective organisations have, and which ones need to be developed. They will also help you build trust and transparency between your organisations. Such assessments will help you plan the future of your partnership and how it will support the local organisation strategically.

Assessments should also strengthen the understanding of your respective systems for planning, monitoring and evaluation and financial management and control, and reflect on the differences and coherence between your respective goals and priorities. ForumCiv’s Digital FACT tool can be of support for assessing your respective organisations’ internal governance and systems for financial and administrative control. Important for your application is also how this will help you to assess the level of funding and flexibility that your respective organisations can administer.
Flexibility

In promoting equitable partnerships and solidarity, SPP seeks to transfer power from ForumCiv to Swedish and local organisations through flexibility in initiatives. Flexibility is granted to the Swedish organisations in first hand as they are ForumCiv’s direct partners. This comes with the expectation that the Swedish organisations in turn grant flexible funding to the local organisations to the greatest extent possible. Greater flexibility will allow for an initiative to be adapted during implementation to better reflect changing conditions, unexpected results, new available information, and emerging issues in the context. It also means that an organisation will be able to use its own systems for reporting. Some of the organisations that apply may not be ready to receive flexible funding, and that is okay. In those cases, ForumCiv will be asking organisations to describe how they will work to strengthen their capacities to be able to transition to more flexible funding.

Increased flexibility does entail taking on a greater responsibility. This will require trust, transparency, and a better mutual understanding between partners. What is important for ForumCiv is how this facilitates increased flexibility for the local partner. One may perceive that increased flexibility results in decreased control, and thus more risk. SPP’s view is that the structure of the funding modalities and flexible funding facilitates an in-depth understanding of organisations’ systems and governance, which is necessary to prevent problems, such as mismanagement and corruption. While increased flexibility may allow for less detailed monitoring and more strategic dialogue, it does not mean reduced accountability and less focus on internal control.

The level of flexibility that is granted will be determined by an assessment of the Swedish and local organisations’ respective systems and capacities; the application including the operational plan and budget; possible risk management measures; and previous funding from ForumCiv. In general, ForumCiv assesses risk based primarily on organisations’ experience and capacity of implementing and reporting SPP-funded initiatives. Organisations that have demonstrated good capacity and compliance in implementation and reporting can therefore be granted more flexibility.

The programme applies flexibility in the following ways:

- Assessments have a more holistic focus on the local organisation’s strategy and the partnership’s capacity and relevance in supporting that. Instead of looking at initiatives on their own, assessments are based on how these connect to the long-term goal of the local organisation.
- The capacities of the organisations are assessed more thoroughly to build trust and transparency.
- A more flexible approach to application requirements. Organisations have the flexibility to submit an operational plan using the format that works best for the work of the partnership.
- Increased possibilities for making changes during implementation without ForumCiv’s approval (determined by the detail in the agreement budget, operational plan, and adjustment of agreement conditions).
- The level of the reporting will be determined by agreement budget and operational plan.
- If the reporting covers SPP’s guiding principles and content requirements for reporting (listed in the reporting templates), you are allowed to use your own templates, reporting system and whatever tools you consider relevant.

It is important to note that flexibility and support to operations does not mean that the grant is unrestricted. SPP’s guidelines and general conditions still apply, meaning that there are limitations for how the funds should be used and reported.
Narrative application

The narrative application includes different questions depending on the modality. Overall, the application should help ForumCiv to answer the following questions:

- What is the local organisation’s strategy?
- Is the partnership relevant?
- Can the initiative be assessed as rights-based? If applicable, is the service delivery relevant?
- How will the Swedish organisation and the partnership contribute to the fulfilment of the strategy?
- How will this particular application contribute to the long-term goals/strategy of the local organisation(s)?
- How does the initiative align with SPP’s theory of change and principles?
- How is the partnership relevant for the local organisation?
- How will the partnership be strengthened?
- What steps are needed to transition to more flexibility for the local organisation?

For applications with several local organisations

Please note that some application questions requires that the answer elaborate on each local organisation included in the application.

Operational plan

An operational plan should outline the goals for the applied period and how those are to be achieved. An operational plan can be based on the local organisation’s existing plan of operations or parts of it. An operational plan can also be based on a needs assessment by the local organisation which requires them to expand to new types of operations to contribute to their long-term goal and strategy. In the case that a local organisation is expanding to new types of operation, these will need to demonstrate a clear connection to the local organisations long-term goal and strategy.

The operational plan can be presented as you wish as long as it includes the following in a logical, clear, and understandable way:

1. the goal(s) for the applied period and how this contributes to the local organisation’s long-term goal and strategy.
2. how the goal(s) are to be achieved.
3. how the operational plan will be monitored and evaluated.
4. how it is connected to the budget.

For applications with several local organisations

Please note that you must submit one operational plan per local organisation involved in the application. You do not have to submit one budget per local organisation.

Note that, once approved, the operational plan(s) becomes a formal part of the agreement. As such it is to be complied with and reported on.

The operational plan is submitted as an attachment to the application.
The level of detail in the operational plan

The operational plan in the application and the one that becomes part of the agreement may differ in detail. During the assessment process and in dialogue with you, the operational plan may be summarised or more defined. This is done so that the detail of the operational plan that becomes part of the agreement is coherent with the overall application and the capacity of your organisations. Please note that this does not mean that you have to submit two operational plans or that your organisations must use a summarised or more defined version of the operational plan outside of the agreement with ForumCiv.

The level of detail of the operational plan in the agreement determines your organisation’s possibilities to make changes without requesting this from ForumCiv. A less detailed operational plan allows your organisation more flexibility to quickly adapt your initiative according to changing circumstances.

The level of detail of the operational plan in the agreement is determined by ForumCiv’s assessment of your organisations’ respective systems and capacities; the operational plan; the budget; and possible risk management measures from SPP’s side. In general, ForumCiv assess risk based primarily on your organisations’ experience and capacity of implementing and reporting SPP-funded initiatives. Organisations that have demonstrated good capacity and compliance in implementation and reporting can therefore be granted more flexibility and less detailed operational plans.

After demonstrating good capacity and compliance, your organisation may discuss with your Programme Officer about the possibility to lessen the details in the operational plan during implementation.

Budget

The most important aspect of the budget is that it is clearly linked to the planned operations in your initiative. As ForumCiv will assess the application in its entirety, it must be easy to see the connection between your operational plan and goals for the initiative and how this is represented by the figures in the budget.

Note that, once approved, the budget is a formal part of the agreement. As such it is to be complied with and reported on.

The level of detail in the budget

The application budget and the budget that in the end becomes part of the agreement will most likely differ in detail. SPP requires a detailed budget to be attached to the application to assess the relevance and eligibility of your costs. The level of detail of the agreement budget determines your organisation’s possibilities to change the budget without requesting this from ForumCiv. A less detailed budget, which combines more costs in fewer budget posts, allows your organisation more flexibility to quickly adapt your initiative according to changing circumstances.

The level of detail of the budget in the agreement will depend on the level of flexibility determined by ForumCiv’s assessment of your organisations’ respective systems and capacities; the operational plan; the budget; and possible risk management measures from SPP’s side. In general, ForumCiv assess the risk of your organisation having non-eligible costs based primarily on your organisations’ experience and capacity of implementing and reporting SPP-funded initiatives. Organisations that have demonstrated good capacity and compliance in implementation and reporting can therefore be granted more flexibility and less detailed budgets.
After demonstrating good capacity and compliance, your organisation may discuss with your Programme Officer about the possibility to lessen the details in the budget during implementation.

What budget should you submit?

Please note that you need to submit two versions of the budget for the initiative, one detailed and one general. The reason for this is to facilitate assessment of costs while preparing for potential adjustments for more flexibility. Note that both versions need to follow the budget guidelines.

The detailed budget version should be submitted as an attachment to the application. This budget should include all costs of the initiative and be possible to connect to the operational plan(s) of the local organisation(s). You can submit this in whatever format you wish as long as it follows the budget guidelines and that it is possible to understand the details of the costs. If several local organisations are included in the application, you should still only submit one detailed budget.

The general budget is filled in in the Organisation Portal when you submit the application. The general budget should be a summary of the detailed budget in which costs are separated into the six budget lines required by the budget guidelines, see below. The connections between detailed and general budget lines costs must be clear. If your application is approved, ForumCiv may adjust the overall budget in dialogue with you before it becomes part of the agreement.

Administration in Sweden

Administration costs are costs within the Swedish organisation that are not directly related to the support to local organisations, but costs that indirectly are needed to support them, such as finance staff of the Swedish organisation, management, legal support, IT, hiring, employee skills development and office supplies. They may also concern the management of the grant, e.g. reporting costs, including annual audit of the overall financial reporting to ForumCiv.

The administration in Sweden is maximum 8% of the amount provided by ForumCiv to cover the budgeted expenses (see below for details). All costs must be related to the international cooperation supported by ForumCiv.

After you have implemented your initiative, the total costs for administration in Sweden cannot be more than the total amount for administration in Sweden in the latest agreed budget. This means that over- and underspending of the overall budget does not impact the amount, the 8% is only relevant to figure out the flat rate in your application budget.

Own contribution

The Swedish organisation must provide minimum 5% own contribution of the budgeted expenses (see below for details) The own contribution must be funds raised in Sweden, such as donations, sponsorship, membership fees, lottery revenues and revenues from the sale of goods (not produced and/or purchased with funds from Sida). The own contribution cannot be:

- Grants from other public bodies (e.g. state or municipal institutions) in Sweden or abroad.
- Income from the sale of services, such as consultancy work.
- The value of the organisation’s own work, goods and services.
- Financing from local organisations in developing countries.
- Unutilised administration grant.
- Sida funding.
If a higher amount than 5% is in the agreement budget, this is binding and cannot be changed without the approval of ForumCiv. ForumCiv therefore recommends not to include more than the 5% requirement as this will be binding in the agreement budget.

After you have implemented your initiative, the total outcome of the own contribution cannot be less than 5% of the total outcome of the budgeted expenses. This means that the own contribution can differ in percentage across years and that over- and underspending of the overall budget will lead to the own contribution being higher or lower compared to the total amount of own contribution in the latest agreed budget.

Figuring out the different parts of the budget

**Budgeted expenses:** all planned expenses in the initiative, excluding the 8% administration in Sweden. The budgeted expenses are covered to 95% by ForumCiv and to 5% by own contribution from the Swedish organisation.

**The minimum 5% own contribution:** the amount of the budgeted expenses covered by the Swedish organisation. The 5% is calculated based on the amount of all budget expenses.

**The maximum 8% administration in Sweden:** The 8% is calculated based on the amount of the budgeted expenses covered by ForumCiv.

**Granted support:** the total amount that ForumCiv contributes with, including the amount to cover 95% of the budgeted expenses and the 8% administration in Sweden.

**Total budget:** the total amount used to implement the initiative, including the budgeted expenses (which includes 95% from ForumCiv and 5% own contribution) and the 8% administration in Sweden.

<table>
<thead>
<tr>
<th>Budget example:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budgeted expenses: 1.000.000</td>
</tr>
<tr>
<td>Own contribution: 5% of 1.000.000 = 50.000 SEK</td>
</tr>
<tr>
<td>Budgeted expenses covered by ForumCiv: 1.000.000 – 50.000 = 950.000 SEK</td>
</tr>
<tr>
<td>Administration in Sweden: 8% of 950.000 SEK = 76.000 SEK</td>
</tr>
<tr>
<td>Granted support: 950.000 + 76.000 = 1.026.000 SEK</td>
</tr>
<tr>
<td>Total budget: 1.000.000 + 76.000 = 1.076.000 SEK</td>
</tr>
</tbody>
</table>

**Exchange rates**

The budget must include all local currencies, in addition to SEK, and their respective exchange rates that have been used to calculate the application budget. Exchange rates are stated as what is costs in SEK to buy one unit of the local currency, with two to four decimals (xx.xx SEX = 1 local currency).

If you will buy local currency in several steps only enter the price in SEK for the currency that will be used for implementation.

Exchange rate gains and losses shall be reported annually. Exchange rate gains and losses are defined as the difference between budgeted amount in local currency and the amount received in local currency. Gains or losses to report are calculated as the net amount in SEK of exchange rate gains and losses for all the disbursement within the initiative during one calendar year.
Prohibited costs

As stipulated in Sida’s guidelines for cooperation with SPOs in the CSO-grant:

- Debts, and in the case of Initiatives, also debt service charges (interest).
- Provisions for losses or potential future liabilities.
- Items already financed from another agreement with Sida or other financing agency.
- Purchases or construction of real estate (land or buildings).
- Credits to third parties.
- Travel costs for business or first class.
- Extra allowances, such as sitting allowances in addition to regular per diems, or equivalent for participating staff/invited speakers/participants of workshops, for participants that are already receiving salary.
- The build-up of reserves.
- Advocacy and communication activities in Sweden.
- Member fees to ForumCiv or Globalportalen.

Filling in the budget in the portal

SPP has the following formal budget requirements to consider when filling in the budget:

- Budgets must follow calendar year
- The following costs should be on separate budget lines:
  - Organisations’ operational expenses.
  - Staff costs.
  - Audit costs for local organisation.
  - Audit costs for Swedish organisation (not required on a separate budget line if costs are included in Administration in Sweden).
  - Administration in Sweden.
  - Own contribution.
- No budget line should be under 5,000 SEK.
- The budget in the portal will automatically calculate the required percentages for administration in Sweden (max 8%) and own contribution (min 5%). You can plan on using more own contribution, but that sum should not be included in the budget you submit through the Organisation Portal.
- The budget for the Swedish organisation cannot exceed 25 % (excl. 8% administration in Sweden) of the total budget minus the 8% administration in Sweden. Exception: The costs for the Swedish organisation can be higher in the Partnership Pilot if justified and explained.

**Budget example 25%-75% division:**

Budgeted expenses: 2.000.000

Own contribution: 100.000 SEK (5% of 2.000.000)

Budgeted expenses covered by ForumCiv: 1.900.000 SEK (2.000.000 – 100.000)

Administration in Sweden: 152.000 SEK (8% of 1.900.000 SEK)

Granted support: 2.052.000 SEK (1.900.000 + 152.000)

Total budget: 2.152.000 SEK (2.000.000 + 152.000)
25% budget for Swedish organisation: \[2.052.000 - 152.000 = 1.900.000 + 100.000 = 2.000.000 \times 0.25 = 500.000 \text{ SEK}\]

75% budget for local organisation(s): \[2.000.000 \times 0.75 = 1.500.000 \text{ SEK}\]

- Transferring funds to the local organisation(s) will require bookkeeping and a formal audit by local organisation too. Be sure to include the costs of these in the budget.

When filling in the budget in the portal, there are different sub-headings to consider. Operational costs, staff costs and audit costs are added as rows under “Operational costs”; Administration in Sweden added under “Administration”; and Own contribution under “Own contribution”.

During the assessment of the application, the Programme Officer may request further clarification of the budget.

Please note that ForumCiv is generally restrictive in approving costs for capital equipment. See the SPP General Conditions for further details.

**Organisation documents**

The following is what ForumCiv refers to as Organisation documents.

- Latest approved annual meeting minutes, signed according to your organisation’s statutes.
- Extracts from minutes that show the organisation’s elected authorised signatories, signed by delegated signatories.
- Latest approved activity report, signed by the departing board.
- Latest approved annual report including income statement and balance report, signed by the departing board.
- Latest auditors’ report, signed and dated by the trustee auditor or external auditor.

Note that ForumCiv will not assess your application unless the latest organisation documents required by the modality are submitted. Organisation documents should be uploaded directly to the Swedish or local organisation’s profile on the portal. If you have signed an agreement with ForumCiv you are obligated to always provide the latest organisational documents within a month after they have been established.

**Please remember!**

Before submitting the application, take an extra look to make sure that:

- The latest instructions and templates have been used
- All the necessary information and documents are included
- You select the correct application window and funding modality

**When your initiative is granted**

Once ForumCiv has approved your initiative you will receive the decision memo on which the approval is based. It is important that you read through the decision memo carefully as this
document will form part of the agreement with ForumCiv and may contain feedback to your organisations and conditions that must be fulfilled.

When receiving an approval, the Swedish organisation will be asked to share the names and email-addresses of two authorised signatories that will sign the agreement. It must be possible to verify these persons with your latest organisation documents. As the agreement is sent digitally, they should also have a Swedish Bank-ID. ForumCiv will not be able to prepare and send the agreement until this information has been shared with your Programme Officer.

**Signing the agreement**

The agreement will be sent for digital signing via Bank-ID to two authorised signatories.

The agreement consists of the following documents:

- The agreement template.
- The decision-memo.
- The approved operational plan.
- The approved budget.
- SPP’s General Conditions.
- ForumCiv’s Audit Instructions.
- ForumCiv’s Procurement Principles.

The agreement is sent together with an accompanying letter with important information and appendices that must be filled in before you can receive the first disbursement (see below).

It is critical that you read through and understand all the information before signing. Once you have signed the agreement your organisation has accepted the responsibilities and conditions for fulfilling the agreement as well as in the case it is not fulfilled. Contact your Programme Officer before signing the agreement in case you have any questions or concerns.

Please note that the grant is defaulted if ForumCiv has not received a signed agreement within six months of sending the decision memo.

Failure to comply with the agreement may result in repayment of the grant.

**The agreement documents**

Below follow a brief description of the documents making up the agreement together with some important points to consider in each. These can be found on [Forms and templates | ForumCiv](https://www.forumciv.org).

**The agreement template**

The agreement template specifies basic terms and conditions in different areas that you must comply with in managing and reporting the initiative. The document also outlines the Swedish organisation and ForumCiv’s respective obligations and what happens when these are not fulfilled. If applicable, the agreement template may also include additions or amendments that apply to your initiative specifically.

**The decision memo**

The decision memo contains SPP’s motivation and any specific conditions for approving your initiative. The document also contains the total granted amount and the initiative dates (start, end and final report).

**The approved operational plan**
The operational plan contains the information on what SPP has approved in terms of the actual operations. In general, this includes details on the initiative’s goals, how those will be reached, how the operational plan will be monitored and evaluated, participants/target group etc.

Several operational plans may be part of the agreement depending on the number of local organisations involved in the initiative.

The operational plan will vary in detail depending on the level of flexibility you have been granted.

The approved budget

The budget outlines all the costs that SPP has approved in the initiative. The budget includes details per financial year on the granted amount, the division of the budget between the Swedish and the local organisation(s), the minimum amount of the own contribution, the maximum amount of the administration grant etc.

The budget will vary in detail depending on the level of flexibility you have been granted. The SPP General Conditions and agreement template specify the conditions that apply to the budget, including specific costs, budget change requests, etc.

Swedish Partnership Programme’s General Conditions

The General Conditions can be understood as a complementary part to the agreement template as it contains terms and conditions in different areas. Most of the Conditions originate from Sida. The document is therefore essential in ensuring compliance throughout the grant-making process with Sida funds. This manual elaborates the more practical aspects of the General Conditions and how they apply within SPP.

ForumCiv’s Audit Instructions

This document specifies the terms and conditions for audit and applies to all partners funded by ForumCiv. The document includes details about auditor requirement, what a complete audit report must include, a terms of reference (ToR) template (to be signed by you and the auditor) and a reporting template for the ISRS 4400 assignment. The same audit instructions apply for the local organisation(s) and any other partner in subsequent steps.

Please note that although an auditor is contracted, it is ultimately the responsibility of the Swedish organisation to make sure that the audits (both for the Swedish and local organisations) are complete and according to instructions. It is important that you understand what you should expect from the auditor.

See below for how ForumCiv supports in quality-assuring and contracting audit firms.

ForumCiv’s Procurement Principles

This document specifies the terms and conditions for procurement and applies to all partners funded by ForumCiv. Important to know is that simplified tendering shall be done for all procurements (goods and services) above the value of 50,000 SEK excluding VAT. Written price comparisons shall be made from at least three providers and the decision shall be documented in writing.

You can use your own procurement principles if they do not lower the requirements or contradict the Procurement Principles.

Note that for procurements outside Sweden, the thresholds in SEK must be adapted to the local situation and relevant currency. You can adapt thresholds by using an index based on Purchasing Power Parity (PPP) to compare Sweden and the relevant country.
Signing the agreement with the local organisation

The terms and conditions of the agreement (which includes the documents described above) applies to all ForumCiv funds transferred in subsequent steps.

After signing the agreement with ForumCiv, the Swedish organisation is required to sign an agreement with the local organisation. The agreement between the Swedish and local organisation must be signed by both parties before the first transfer of funds. A copy of the signed agreement should be sent via email to your Programme Officer within one month after signing, and at the latest six months after entering into agreement with ForumCiv. For LPF, copies should be provided upon ForumCiv’s request instead.

Responsibility of the Swedish organisation

It is important to underline that it is the Swedish organisation’s responsibility to ensure that the agreement (which includes all the attached documents mentioned above) is upheld and complied with by all parties in subsequent steps in all stages of the initiative.

The agreement specifies the minimum requirements that must be included in initiatives funded by SPP. You can add terms and make amendments to the agreement based on your specific needs if it does not lower or alter the requirements of the agreement, omit and/or delete original sections in the agreement, or violate the agreement; you can always make the agreement stricter if it does not contradict and leave out parts of the agreement with ForumCiv. Additional terms and annexes can be added under paragraph 2.1. in SPP’s Partner Agreement template.

Contracting auditors

Some organisations consider contracting auditors and reviewing audit reports as difficult due to, for example, expensive audit costs, difficulties in finding an audit firm, audit firms not completely understanding the assignment, or audits not being conducted as per instructions.

To support organisations and protect them from audit firms that have not complied with the instructions and ToR, ForumCiv quality-assures contracted audit firms and facilitate the access to quality-assured audit firms in the following ways:

- Organisations must inform their Programme Officer which audit firm they intend to contract when submitting the first requisition. If there are evidence of past compliance issues with the suggested audit firm, ForumCiv will strongly recommend contracting another one.
- ForumCiv will support organisations that are interested in jointly procuring an audit firm. ForumCiv will then procure and write a frame agreement with a few audit firms without prior compliance issues to conduct audits at a set price if possible. Organisations are still responsible for contacting the audit firm, signing the agreement, and making the payment.

Regardless of if your organisation finds its own audit firm or use the procurement option, ForumCiv strongly recommends that you contact an audit firm as soon as your intervention is approved. Communicating with the auditor early on during the implementation can give important support and ensure that the audit process will be effective.

Requisition your funds

The following documents are required to be signed and submitted to ForumCiv before funds can be requisitioned:
• **Requisition form** – sent via email to your Programme Officer for every requisition.
• **Composition of the board form** – the latest version with your current board (max one year old) is uploaded in the Organisation Portal under the “DOCUMENTS”-tab under “Our organisation”.
• **Plusgiro/Bankgiro form** – the latest version with your current account number and authorised persons for the account (max three years old) is uploaded in the Organisation Portal under the “DOCUMENTS”-tab under “Our organisation”.

The requisition documents can be found on Forms and templates | ForumCiv.

You will have to inform your Programme Officer of which audit firm you intend to contract when you submit the first requisition.

Please note that for the local organisation, the requirement for a Plusgiro or Bankgiro account is substituted by the condition that the bank account must be held in the name of the organisation and that written evidence of this must be presented.

You need to request the funds within the timeframe and amount stipulated in the agreement by using SPP’s requisition form. For the first financial year, you can requisition the whole budget at once. For any following financial year, the budget is requisitioned two times a year. After the first financial year, the second requisition of every financial year (i.e. the 3rd, 5th, 7th requisition etc.) require that a complete annual report to has been submitted to ForumCiv before the payment is made.

### General requisition plan for a three-year initiative:

- **1st requisition** – send to officer after agreement is signed, whole amount year 1 is paid out.
- **2nd requisition** – send to officer at beginning of year 2, half of the amount year 2 is paid out.
- **3rd requisition** – send to officer with annual report, remaining half of amount year 2 is paid out after annual report is approved.
- **4th requisition** – send to officer at beginning of year 3, half of the amount year 3 is paid out.
- **5th requisition** – send to officer with annual report, remaining half of amount year 3 is paid out after annual report is approved.

Failure to requisition funds within the financial year they are granted can mean that the funds are defaulted.

ForumCiv will not make payments to the Swedish organisation if there are unresolved compliance issues in any previous or on-going initiatives. This includes delayed or incomplete reporting.

**Two authorised persons for the account**

ForumCiv requires that the account where the funds will be held must be signed in unison by two authorised persons from the Swedish organisation.

This is stipulated in the agreement and in the Plusgiro/Bankgiro form. **Before signing, this requirement must be part of the Swedish organisation's internal payment routines and set-up by the bank** (physically and digitally) for the account. Allowing only one person to make and authorise payments significantly increases the risk of mistakes and misuse of your funds.
Implementing your initiative

Changes in the initiative

During implementation of your initiative things may arise that you had not expected. If your initiative cannot be implemented as intended and/or require changes to be made that deviate from the operational plan and/or budget that form part of your agreement, you need to inform your Programme Officer as soon as possible.

Some changes are considered significant and require ForumCiv’s written approval beforehand. These are listed under the headings below. When requesting a significant change, you need to explain as detailed as possible:

- What changes you want to make.
- Why they are needed.
- How it impacts the goal fulfilment.

For ForumCiv to be able to consider a significant change request it must be motivated in a relevant way and cannot change the purpose of the initiative.

Remember to save ForumCiv’s approval of significant change as this may be required in audits and reports.

Budget changes

- Reallocations between budget lines that exceed 10 percent from the latest approved budget.
- All reallocations between budget lines “Expense resp. org.” and “Expense. Impl.org”.
- All reallocations from one financial year to another (Carry-overs).
- New budget lines.

Significant budget changes require you to submit a signed budget change application, which you find on Forms and templates | ForumCiv. This must be done before a cost arises, funds are reallocated, or an activity is implemented. Note that you should present the whole budget in the budget change request regardless of how many budget lines are affected by the change. Given that further budget changes might happen, presenting the whole budget, as opposed to single budget lines, greatly supports follow-up later on.

Changes below 10 percent do not require written approval from ForumCiv but must be reported and explained in the annual or final report.

Changes to the initiative period and reporting dates

Request for significant changes to initiative period and reporting dates can be sent in an email to your Programme Officer. There are some important things to keep in mind before changing dates:

- The SPP programme cycle is based on the financial year running from January to December.
- Application windows, start and reporting dates are adapted to minimise gaps between potential future initiatives.
- Initiatives of 18 months or longer require an annual report to be submitted.
- Start dates does not require change, even if the initiative is delayed.
- Changing an end date does not require changing the final report date.
Consider the above when in your change to avoid missing a future application window or to help you plan for an additional annual report and audit.

Alternative transfer method

As per the agreement, you are required to transfer funds between bank accounts in the names of your respective organisations by using the international bank system. If this is not possible and you have thoroughly investigated other methods which could potentially fulfil the agreement requirement (e.g. changing bank) you can request an alternative transfer method. An alternative method should be seen as a secondary option as it generally involves more financial risk, costs, and administrative work. It also requires amending the agreement in all subsequent steps.

ForumCiv considers several variables when assessing your request and generally needs to initiate a dialogue before making any decision. Alternative transfer methods are adapted to your specific case, and ForumCiv needs to understand the details, reasons and relevance of the method.

When requesting an alternative transfer method, provide the following information in an email to your Programme Officer:

- What is the reason why you cannot transfer/receive funds through an international banking transfer to a bank account in the name of the organisation?
- Are there any contextual reasons, and do they imply direct threat to your organisations or any individual related to your organisations?
- Why have you chosen the specific alternative transfer method? What does that enable? Do you see any other potential method that could work as a complement?
- How will you keep track on transactions and expenses when using the specific transfer method? How can you verify this? What routines do you have in place for financial monitoring? How much funds will be transferred through the method? How will funds be received and reported upon throughout the chain and who will be involved?
- Does the alternative transfer method imply extra cost, e.g. administrative costs such as cost for administrative services, bank fees, transfer fees etc? How will these be covered?
- Will you be able to do an external audit according to ForumCiv’s audit instructions? If not, how will you ensure checks and controls of overall compliance requirements?
- Do you have routines and structure for duality of roles and responsibilities? Is there at least two authorised persons that have dual roles of checks and approval of expenses and money transfers? If not, how will you ensure transparent and traceable transactions?
- Does the alternative mean that the handling of cash will increase? If so, how will you work to restrict it?

What risks do your requested alternative imply and how will these be managed? Please use the risk matrix below for the relevant risks to consider.

<table>
<thead>
<tr>
<th>What is the risk?</th>
<th>Severity</th>
<th>Probability</th>
<th>What actions already done to control the risk?</th>
<th>What actions need to be done to mitigate the risk?</th>
<th>Who needs to carry out the actions?</th>
<th>Deadline for actions to be complete d</th>
<th>Follow up?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2. Insignificant – the consequences can be handled within the scope of the ongoing operations;  
   Minor – the consequences require actions at Cooperation Partner’s or ForumCiv side;  
   Major – the consequences require actions at Cooperation Partner’s and ForumCiv’s site;  
   Critical – the consequences require actions and control by ForumCiv.  
3. Unlikely – the risk will occur is basically non-existent (o – 1%);  
   Moderately likely – the risk will occur is very limited (1 – 20 %);  
   Likely – it is likely that the risk will occur (20 – 50 %);  
   Highly likely – it is highly likely that the risk will occur (50 – 100 %).  
4. If actions necessary to review (in case of major and critical severity of risk).

Use of exchange rate gains  
Exchange rate gains can arise during the implementation when the budgeted amount in local currency is less than the received amount in local currency.  
Before using exchange rate gains you need ForumCiv’s written approval. In general, ForumCiv can approve the use of exchange rate gains for costs in the latest approved budget or for covering exchange rate losses.

Other changes  
- Changes to goals, results, region, organisation capacity or context.  
- Deviations from the agreement.  
- Stopping your initiative.  
- Classification from Open to Confidential, or Confidential to Open.

Request for significant changes under this heading can be sent in an email to your Programme Officer. Depending on what the change implies, there are different routines which might require more information or analysis from your side. Your Programme Officer will know what steps to take.

Deviations  
The Swedish organisation has the responsibility to follow up and verify that all organisations in subsequent steps follow the terms and conditions in the agreement with ForumCiv. Deviations in relation to compliance with the agreement shall immediately be reported to your Programme Officer. ForumCiv in turn reports the deviation to Sida.

Keep your organisation information updated  
It is necessary that you keep the information on the Swedish organisation up to date. You can do this directly in the Organisation portal and inform your Programme Officer whenever you have made an update. The information is required due to agreement compliance and to give ForumCiv a clear overview of the organisation. Both aspects are highly important in the assessment of applications and reports and may support your transition to increased flexibility within SPP.

This is the information SPP requires of the Swedish organisation, including how and when it requires update:  

- Organisational documents – Uploaded on the portal one month after they are established.  
  o Latest approved annual meeting minutes, signed according to your organisation’s statutes.  
  o Extracts from minutes that show the organisation’s elected authorised signatories and that they are required to sign in unison.
o Latest approved activity report, signed by the board.
o Latest approved annual report including income statement and balance report, signed by the board.
o Latest auditors’ report, signed and dated by the auditor.

- Organisation profile and contact persons – Updated continuously on the portal.
- Plusgiro/Bankgiro account and the authorised persons for the account – Updated continuously by submitting the signed form to your Programme Officer.
- Updates to your organisation’s board and the authorised signatories - Updated continuously by submitting the signed form to your Programme Officer.

Reporting your initiative

Annual reports are required every year for initiatives that are 18 months or longer. A final report is submitted after your initiative has been implemented.

You find the reporting templates and instruction on Forms and templates | ForumCiv.

The following documents need to be signed and submitted via the Organisational Portal for the report to be complete (no hard copies will be accepted):

<table>
<thead>
<tr>
<th>DOCUMENT</th>
<th>SIGNED BY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Report</td>
<td></td>
</tr>
<tr>
<td>Narrative Report</td>
<td>No signatures required</td>
</tr>
<tr>
<td>Financial Report (printout from the Organisation Portal)</td>
<td>Two authorised signatories</td>
</tr>
<tr>
<td>Audit done in Sweden</td>
<td></td>
</tr>
<tr>
<td>Audit in English which includes 3 documents:</td>
<td>Auditor</td>
</tr>
<tr>
<td>1) the ISA 805 report;</td>
<td></td>
</tr>
<tr>
<td>2) the ISRS 4400 report and;</td>
<td></td>
</tr>
<tr>
<td>3) a Management Letter (Please note that if the auditor does not have any observations, this needs to be explicitly stated in the audit report, otherwise a Management Letter is required).</td>
<td></td>
</tr>
<tr>
<td>A Management Response from the organisation that answers to the problem raised in the Management Letter</td>
<td>Two authorised signatories</td>
</tr>
<tr>
<td>Latest organisation documents of Swedish organisation</td>
<td></td>
</tr>
<tr>
<td>Latest annual meeting minutes</td>
<td>Signed according to organisation’s statutes</td>
</tr>
<tr>
<td>Latest activity report</td>
<td>Departing board</td>
</tr>
<tr>
<td>Latest annual report, incl. income statement and balance report</td>
<td>Departing board</td>
</tr>
<tr>
<td>Latest audit report</td>
<td>Signed and dated by the trustee auditor or external auditor</td>
</tr>
<tr>
<td>Document confirming authorised signatories</td>
<td>Delegated signatories</td>
</tr>
<tr>
<td>Statutes with the date of approval if they have been updated</td>
<td>No signatures required (verified by the annual meeting)</td>
</tr>
</tbody>
</table>

SPP recommends that you give the reporting process plenty of time as it requires analysis, compiling results, completing the financial report, coordinating with auditors, getting signatures etc.
Before submitting the report, take an extra look to make sure that all necessary information is included, and all the documents signed correctly. Note that after the report is submitted, any potential updates to the financial report requires new signatures from two authorised signatories and the auditor.

**Annual report**

If your initiative period is 18 months or longer, you are required to submit an annual report. In the annual report you should mention how the implementation is progressing, whether there are deviations from operational plan and budget, and if you have made any adjustments. You should also submit a financial report that demonstrate the funds use over the last year, as well as an external audit to verify this.

**Annual reports are submitted April 1st** and cover the previous year. Exceptions from this may exist due to initiative changes. You can always see which exact period to report and when on the Organisation portal.

**Final report**

In the final report you should analyse the progress of the initiative, fulfilment of the intended goals, reflect on challenges and lessons learned and how these will be of use in the future. You should also submit a financial report that demonstrates the funds used over the last year, as well as an external audit to verify this.

Please note that the narrative part of the final report should always cover the whole initiative period. If no annual report has been submitted, the financial reporting and audit must cover the whole implementation period. If an annual report has been submitted, the financial reporting and audit should cover the last implementation year or the implementation period that was not covered in the latest annual report.

**Final reports are submitted August 15th.** Exceptions from this may exist due to changes to the initiative and are made in dialogue with your Programme Officer. You can always see which exact period to report and when on the Organisation portal.

**The report assessment process**

Your Programme Officer can start to make the assessment once a complete report has been submitted. The time the assessments need can vary a lot depending on the initiative, whether it is an annual or final report, the quality of the report and when in it is submitted.

The report assessment process consists of three phases:

1. Your report is assessed by a Programme Officer. The assessment looks at your report and if relevant, applications and previous reports.
2. When the Programme Officer has completed the assessment, the report and the assessment is reviewed by a Quality and Compliance Officer controller and a Financial Controller. This to ensure independent assessment and quality control.
3. Lastly, a decision is taken by the Head of the SPP and the assessment is shared with the Swedish organisation.
You can expect a decision on your annual report within a shorter time than your final report. Decisions on annual reports are sent via email from your Programme Officer. For final reports you will receive a decision memo from your Programme Officer. It is important that you read through the decision memo carefully as it may include important feedback and conditions for your next step in SPP.

Approval of applications are always conditioned on an organisation’s management of already approved initiatives, of which reporting is an important part. The reporting of an ongoing or recently ended initiative might also be of relevance for a new application in terms evaluation, results, adjustments etc. Delays and incomplete reports can therefore impact the follow-up and sustainability of both your ongoing and, potential, future initiative. As long as it does not obstruct internal control, ForumCiv may be able to give an informal decision on your report in case further delay negatively impacts a pending application.

If your report is delayed your Programme Officer will send a formal reminder with a deadline.

If your report is incomplete your Programme Officer will send a description of what needs to be completed and a deadline for when this needs to be submitted.

Failure to comply with deadlines can affect your future possibilities for funding at ForumCiv.

**Repayment**

At the end of an initiative, all unused funds and interest and non-approved exchange rate gains must be repaid to ForumCiv.

**Repayments are made to ForumCiv’s bankgiro 5359-2218.**

In the message line, state the intervention number and the applicable amounts concerning repayment of funds, exchange rate gains and interest.

Failure to comply with the agreement can lead to repayment of the grant, in part or in full. In such cases, ForumCiv issues a formal repayment claim to the Swedish organisation’s contact person and the board of the organisation with the amount to repay and when. If you have other approved and/or ongoing interventions, no disbursements will be made to these until ForumCiv has received the repayment.

If the repayment is not received by the stated deadline, the Swedish organisation will be blocked by ForumCiv and the matter will be handed over to the Swedish Enforcement Authority (Kronofogdemyndigheten) or district court.

Non-compliance of repayment claims will also affect your possibilities for future funding in ForumCiv.

**Reporting guidelines**

Before you start the reporting process, check ForumCiv’s website [Forms and templates | ForumCiv](#) to make sure you have the latest reporting instructions and templates. Reporting done according to old instructions and templates will not be accepted. Be sure to read through the agreement to ensure complete reporting requirements.
Below you will find general guidelines to support you when filling in your report. Note that these guidelines are specific to SPP and complement the instructions in the specific reporting templates and those available on the Organisation Portal.

**Flexibility in reporting**

If the reporting covers SPP’s guiding principles for reporting (see below) and areas of interest (covered in the reporting templates), you are allowed to use your own templates, reporting system and whatever media you consider relevant. The SPP reporting templates can be used if preferred. The level of detail in the operational plan and the budget also guides the level of detail in your reporting.

**Reflect on lessons learned**

Implementing a rights-based initiative is inherently complex and bound to face challenges as it should seek to, in some way, change the current conditions for how power and resources are distributed. SPP strongly encourages you to share your reflections on challenges, lessons learned, assumptions etc. and how you managed these in your initiative. This will support you in improving and adapting your future work.

**Narrative report**

Some reporting principles to consider when reporting your results:

- Focus on reporting and analysing progress, rather than just listing results and activities.
- Demonstrate a logic and plausible link between the initiative and the progress achieved.
- Reporting is flexible but must have detailed, objective and verifiable descriptions of progress.
- Learning and adaptation are results in themselves.

**Financial report**

The financial report demonstrates the funds use over the last year. The financial report consists of the printout you generate after you have reported the outcome in the Organisation portal. The report should be signed by two authorised signatories from the Swedish organisation and submitted via the Portal.

Consider the following when filling in your financial outcome:

- You should report against the latest agreed budget. If ForumCiv has approved budget changes throughout the implementation, it is the latest approved changes that you should report the financial outcome against. Unfortunately, you will not see the latest updated budget in the Organisation portal. ForumCiv is aware of this and apologises for the inconvenience, the issue has not been able to resolve due to the system structure.
- The financial outcome should consist of the actual exact costs in the initiative, meaning that you should not round off, except to the closest single SEK (e.g. 5783.85 SEK = 5784). The reported costs must be able to be verified by supporting documentation.
- The total outcome for administration in Sweden cannot be more than the total amount for administration in Sweden in the latest agreed budget. The administration in Sweden is also reported in the narrative report.
- The total outcome of the own contribution cannot be less than 5% of the total outcome of the budgeted expenses. This means that the own contribution can differ in percentage across
years and that over- and underspending of the overall budget will lead to the own contribution being higher or lower compared to the total amount of own contribution in the latest agreed budget. The own contribution is also reported in the narrative report.

Unused funds
Unused funds are the funds left at the end of the year that is being reported. Unused funds consist of the following:

- Unused ForumCiv grant at the Swedish and local organisations. Thus including funds transferred but not used.
- Unused interest gain
- Unused exchange rate gain

Unused funds are either carried over to the following year (so called “carry-overs”) after approval from ForumCiv or repaid to ForumCiv if it is the last year of the initiative that is being reported.

Specifying the above information on unused funds is required in the reporting.

Exchange rate differences
Exchange rate gains and losses are reported separately in the budget outcome, meaning that gains should not be included in the budget outcome. Both gains and losses need to be converted to SEK.

ForumCiv does not have a set method for calculating exchange rate differences. You are free to use your own method if it is reasonable and used systematically.

Exchange rate differences are the budgeted amount in local currency and the amount received in local currency.

<table>
<thead>
<tr>
<th>Three examples of exchange rate differences</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Budget</td>
</tr>
<tr>
<td>1 000 000 SEK will be transferred to a local organisation that implements in USD.</td>
</tr>
<tr>
<td>• Budgeted exchange rate: 1 USD = 10 SEK.</td>
</tr>
<tr>
<td>• Budgeted amount in local currency: 100 000 USD.</td>
</tr>
<tr>
<td>Outcome</td>
</tr>
<tr>
<td>• Actual rate when funds are transferred: 1 USD = 9 SEK.</td>
</tr>
<tr>
<td>• Transferred amount: 1 000 000 SEK = 111 111 USD.</td>
</tr>
<tr>
<td>• Exchange rate gain: 111 111 – 100 000 = 11 111 USD.</td>
</tr>
<tr>
<td>2. The budgeted exchange rate is 6,1 USD/SEK.</td>
</tr>
<tr>
<td>The first transaction takes place in January 2023 by which the exchange rate is lower than budgeted, leading to an exchange rate gain. If approved by ForumCiv, you can use the gain for operations, save it for losses, or repay it at the end of the initiative.</td>
</tr>
</tbody>
</table>
The fifth transaction takes place in June 2024 by which the exchange rate is higher than budgeted, leading to an exchange rate loss. You can carry out less of the operations, cover it by increased own contribution or any previously saved exchange rate gain.

At the end of the initiative you conclude that the overall exchange rate differences lead to a net gain compared to the budgeted exchange rate. On average, the actual exchange rates were lower than budgeted, meaning that you have more USD than expected and that costs in SEK were lower than expected. The net gain should be repaid to ForumCiv unless approved for use for operations.

3. Exchange rate difference can be tricky to monitor if the funds are kept in a dollar account, with withdrawals being made at different times. For example, 100,000 USD is kept in a dollar account in Tanzania with withdrawals made monthly and exchanged for TZS. The exchange rate between SEK-USD-TZS will most definitely differ from the budgeted exchange rate between SEK and TZS.

As every transaction has an exchange rate gain or loss, the exchange rate differences can be managed by calculating monthly average exchange rates and booking these in the local accounting. By doing this, all costs are connected to the correct exchange rate. At the end of the initiative the average exchange rate of all transactions should be calculated and used in the financial reporting. If monthly accounting with correct exchange rates has been done, the average exchange rate of all transactions is given.

Audit

All funds received from ForumCiv must be audited by an external, independent auditor. Meaning that the Swedish organisation and local organisation(s) need to its own audits for all funds to be covered.

A complete audit report includes an ISA 800/805, ISRS 4400 and a Management Letter provided by and signed by the auditor. In addition to the reports from the auditor you shall also submit a management response. The purposes of the management response are to express your position in relation to the management letter and to describe the actions planned to address weaknesses and discrepancies. If the auditor considers that no observations or weaknesses have been identified, this shall be clearly stated in any of the audit reports.

Checklist – Is the audit complete?

- The auditor must be approved/authorised (Revisorssök - Revisorsinspektionen).
- The auditor must sign all of the audit report documents.
- The auditor must state the intervention number, the audited period and the total costs of the audited period in SEK in any of the audit reports.
- The auditor must submit an ISA 800/805. It should include an opinion as to the initiative’s finances have been reported correctly. Has anything obstructed the auditor’s opinion?
- The auditor must submit an ISRS 4400. It must be clear that all 17 points have been reviewed and include the auditor’s remarks in all of them.
- The auditor must issue a Management Letter to your organisation that includes all remarks from the audit. The auditor must also state in the Management Letter whether previous year’s audit remarks have been addressed. If there are not remarks from the audit and the previous year’s audit, this must be clearly stated in any of the audit report.
• You must present a Management Response to all remarks in the Management Letter. It should include your standpoint and action plan for each remark. If there are no remarks in the Management letter you do not have to issue a response.

Remember that although an auditor is contracted, it is the responsibility of your organisations to make sure that the audits are complete and according to instructions. As per the agreement with ForumCiv, this means that the Swedish organisation has the ultimate responsibility.

**PLEASE REMEMBER!**

Before submitting the report, take an extra look to make sure that:

- The latest instructions and templates have been used.
- All the necessary information and documents are included.
- Applicable agreement conditions have been considered.
- All documents have been signed correctly.

### Frequently Asked Questions

This section aims to provide general guidance on frequent questions or issues that come up.

#### Local organisations with funding from several Swedish partners or donors

Please note that in line with the principles of aid effectiveness, SPP is restrictive with approving initiatives in which the local organisation receives funding from other Swedish partners or donors. The need and added value for an additional Swedish partner should be motivated in the application, and the applying organisation is invited to have a dialogue with ForumCiv before submitting an application. In such cases, the applying organisations will be encouraged to coordinate and harmonise their support to make it as efficient as possible.

If there is no significant added value of an additional partnership a joint proposal can still be submitted by the Swedish organisations wanting to support the same local organisation; in such submission one of the Swedish organisations should be the main responsible applicant.

#### Use of ForumCiv’s logo

Partners must state in printed and published material and in connection to activities that it is produced/implemented with funds from ForumCiv via Sida, but that ForumCiv and Sida are not responsibility for the content. This applies within reasonable limits when it comes to publishing on social media platforms and/or channels that are not specifically designated to the initiative.

The ForumCiv logo may only be used if ForumCiv’s role in the initiative is as a donor.
Digital Signatures

ForumCiv approves digital signatures under the following conditions:

- Signatures are done using Bank-ID (www.bankid.com)
- ForumCiv can verify authenticity of the certificate and signatures*.
- Usual routines and requirements are followed, e.g. two authorised signatures must sign.

* Since there are several certificates for digital signatures, there must be a link with information from the authorised provider of the specific service used (e.g. https://www.verified.eu/en/#home). The information must outline the function of the certificate in sufficient detail and provide descriptions necessary for ForumCiv to verify the authenticity of the signatures.

Extra allowances

Extra allowances for participating in meetings and workshops for participants that are already receiving salary is a prohibited cost. The reason for this is to avoid double financing and providing financial incentives for participation in activities.

Allowances for travel and overhead costs for invited speakers for example or covering travel costs for participants is still possible. In general, one should be very cautious in providing honorariums for government representatives, persons in position of power or influence etc.