# SPP Application Template - Partnership Pilot Funding

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| Purpose  The Partnership Pilot (PPF) Funding helps set the groundwork for more strategic, effective, and equitable development work and partnerships. Partners can use the funding in a multitude of ways, depending on where they are in their partnerships and what needs a local organization(s) might have. The main purpose of the PPF is for partners to come together to assess their organizations and how they as partners can collaborate on initiatives to contribute to the local organization’s long-term goal and strategy.  Applying partners must already have an established partnership to be able to apply for PPF. 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. |

A complete application includes:

* Organization documents of the Swedish organization:\*
  + Latest approved annual meeting minutes, signed according to general practice (commonly signed by two persons and adjusted by two persons).
  + Extracts from minutes that show the organization’s elected authorised signatories, signed according to general practice (commonly signed by two persons and adjusted by two persons).
  + 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 auditor.
  + Organization statutes.
* Narrative application
* A budget filled in in Civis
* Detailed budget for the first year of the initiative
* Operational plan
* Any relevant documents you may have that compliment your application and support your answers, such as:
* The annual financial report of the local organization
* Any institutional audit of the local partner organization including management letter and response. If not available, the latest external project audit according to ISA 800/805, ISRS 4400 including management letter and response
* Any existing evaluations of the partnership
* Any steering documents and policies relevant for the information asked for above
* Financial manual, delegation of authority, statutes etc.

**\*** If the latest approved organization documents have been submitted to ForumCiv, you do not need to submit them again. You see your latest organizational documents in the folder 01 Organizational documents on your Organization page.

# Application instructions

On ForumCiv’s website [Forms and templates | ForumCiv](https://www.forumciv.org/int/project-funding/templates), you can find reference documents that will be of support when planning your initiative. For example, **SPP’s Problem Analysis Framework**, which provides support in identifying root causes to a problem, its impacts and what key actors to engage. Another resource is ForumCiv’s **FACT tool** which provides support for assessing your respective organizations’ internal governance and systems for financial and administrative control.

Consider the following instructions when preparing the application.

**Conditions for Partnership Pilot Funding**

* Max 300,000 SEK per Swedish organisation.
* Implementation period is maximum 18 months and depend on application window and alignment with following window.
* The applying organisations must have an existing partnership.
* The Swedish organisation’s budget can exceed the 25%-limit (see guidelines below).
* A Swedish organisation can only have one ongoing agreement with ForumCiv at a time.
* Audit as per ForumCiv’s instructions is required.

**Self-assessment of your organizations and partnership**

ForumCiv expect all applying organizations to carry out a self-assessment of their respective organizations and of their partnership prior to applying. The assessments should include:

* Analysis of the strengths and weaknesses of the partnership and your respective organizations.
* Analysis of the power relations that exist in the partnership.
* Assessment of your organizations respective systems and routines for planning, monitoring and evaluation, and financial management and internal control.

This will help you ensure that the focus of the partnership is aligned with the local organization’s strategy, long-term goals and organizational needs. The assessments will also allow you to investigate what capacities your respective organizations have, and which ones need to be developed. The assessments will also help you build trust and transparency between your organizations and support you in planning the future of your partnership and how it will support the local organization strategically.

**Flexibility**

By using small but effective adjustments in the agreement and application and reporting requirements, ForumCiv strive to grant increased flexibility in partnerships and initiatives. This is done by:

* Adjusting the level of details in the agreement budget and the operational plan to increase the organizations’ ability to make changes during implementation without ForumCiv’s approval. The level of detail is based on ForumCiv’s assessment of the application, the organizations’ respective systems and routines and any prior experience of the partners.
* Adapting broader application and reporting guidelines with focus on areas of interest instead of strict requirements. This aims to give partners increased possibility to use or adapt already existing material and reports.

It is very important to clarify that increased flexibility does not mean increased flexibility in relation to agreement conditions or SPP's guidelines. The use of the grant is still in many ways conditioned and restricted and limitations exist regarding how the funds should be used and reported.

In turn, the goal of increased flexibility is that is must be granted to the local organizations to the greatest extent possible, which is the responsibility of the Swedish organizations as the formal contractual partner. Thus, increased flexibility entails taking on greater responsibility and will require trust, transparency, and strong mutual understanding between partners. In this sense, SPP does not see increased flexibility as resulting in decreased control and more risk but rather that it necessitates. an in-depth understanding of organizations’ systems and internal control. 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.

**Operational plan**

The operational plan can be presented as you wish if 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 organization’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.

An operational plan can therefore be based on an existing plan of operations, or parts of it.

The operational plan is submitted as an attachment to the application.

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

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

**For applications with several local organizations**

If several local organizations are part of the application, some application questions requires that the answer elaborate on each local organization included in the application.

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

## Budget guidelines

The budget must be 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.

The costs in the budget must of course be reasonable and motivated in relation to the described initiative. ForumCiv specifically assess the costs related to salaries, reimbursements, renumerations etc. in Sweden. Important then is that the costs can be specified in terms of job position, percentage of a full employment and number of months of employment. The costs must also include mandatory taxes and social fees according to applicable legislation. ForumCiv expects the Swedish organization to have done a similar assessment of its partner(s) in subsequent step.

The application budget and the budget that in the end becomes part of the agreement will most likely differ in detail. Please note, that SPP requires a detailed budget for the first year of the initiative to be attached to the application to assess the relevance and eligibility of your costs.

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

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

### The different parts of the budget

**Operational costs:** all planned costs in the initiative, excluding the 8% administration in Sweden (see below). The operational costs are covered to 95% by ForumCiv and to 5% by own contribution from the Swedish organization.

**The 5% own contribution**: the amount of the operational costs covered by the Swedish organization. The 5% is calculated based on the amount of all operational costs.

**The 8% administration in Sweden:** The 8% is calculated based on the amount of the operational costs covered by ForumCiv.

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

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

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| **Budget example:**  Operational costs: 1.000.000  Own contribution: 5% of 1.000.000 = 50.000 SEK  Budgeted costs covered by ForumCiv: 1.000.000 – 50.000 = 950.000 SEK  Administration in Sweden: 8% of 950.000 SEK = 76.000 SEK  Granted support: 950.000 + 76.000 = 1.026.000 SEK  Total budget: 950.000 + 50.000 + 76.000 = 1.076.000 SEK |

**25%-75% division:** The budget for the Swedish organization cannot exceed 25 % (excl. 8% administration in Sweden) of the operational costs.

*Exception: The costs for the Swedish organization can be higher in the Partnership Pilot Funding if motivated.*

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| **Budget example 25%-75% division:**  Operational costs: 1.000.000  25% budget for Swedish organization: 1.000.000 x 0.25 = 250.000 SEK  75% budget for local organization(s): 1.000.000 x 0.75 = 750.000 SEK |

### Budget requirements

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

* The budget must follow calendar year
* The following costs must be on separate budget lines:
  + The operational costs of the Swedish organization.
  + Transfers to local organization(s).
  + Staff costs of the Swedish organization.
  + Audit costs of the local organization(s).
  + Audit costs of Swedish organization (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 for the Swedish organization (excl. 8% administration in Sweden) does not exceed 25 %. The percentage can be higher in PPF if motivated.
* The budget in Civis will show the required percentages for administration in Sweden (max 8%) and own contribution (5.0%). You can plan on using more own contribution, but that sum should not be included in the budget.

### Administration in Sweden

Administration costs are costs within the Swedish organization that are not directly related to the support to local organizations, but costs that indirectly are needed to support them, such as finance staff of the Swedish organization, 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 costs (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 organization must provide 5.0% own contribution of the budgeted costs (see below for details) In the budget you should enter exactly 5.0%, not a minimum of 5%, as it will complicate ForumCiv’s aggregated budget otherwise.

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 organization’s own work, goods and services.
* Financing from local organizations in developing countries.
* Unutilised administration grant.
* Sida funding.

After you have implemented your initiative, the total outcome of the own contribution cannot be less than 5.0% of the total outcome of the budgeted costs. 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. Note that any additional funds included in the financial report must follow the agreement conditions for own contribution.

### 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 the cost 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.

### 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.

# Narrative application

**Summary of the initiative.**

Use the questions below to write a short and concise summary of the initiative, max 250 words.

* *What is to be achieved during the implementation period (initiative goals)?*
* *Why is your initiative relevant (what is the aim)?*
* *When is the initiative to be implemented?*
* *Who are the target groups?*
* *How will you achieve the initiative goal (activities/methods)?*
* *How will you follow-up and evaluate the results*?

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| *Write here [max 500 words]* |

**KEEP YOUR ANSWERS TO THE QUESTIONS LIMITED TO 300 WORDS.**

1. **The long-term goal and strategy of the local organization(s)**
2. *What is the change that the local organization(s) wants to achieve in the long-term?*
3. *How will this be achieved?*
4. *How does the local organization work with gender equality and equity, and if relevant, environmental and climate justice, and conflict?*
5. **The partnership, its background, purpose, vision and goals**

Base your answers on your self-assessment of the partnership done when applying.

1. *How did your partnership come about, including any previous cooperation?*
2. *What do you seek to achieve within your partnership and why?*
3. *How is the partnership beneficial for each of the partners involved?*
4. *How are your organizations’ respective operations and goals connected?*
5. *What is the division of roles and responsibilities within the partnership?*
6. *What are the strengths and weaknesses of the partnership? (e.g., use SWOT-analysis or other tool that can outline the positive and negative factors and conditions for the partnership*)*?*
7. *What aspects do you need to strengthen within your partnership?*
8. *How have you analysed power relations within your partnership?*
9. *How do you uphold transparency, accountability, and trust within your partnership?*
10. *How will the Swedish organization make use of its portion of the grant?*
11. *How is the local partner funded?*
12. *How much of the funding does the Swedish organization stand for? If above 30%, how will you work to diversify the funding?*
13. **Organization Assessment**

*How do you plan to assess your respective organizations and the partnership during the initiative regarding how you can collaborate to contribute to the local organization’s long-term goal and strategy? (e.g., using SWOT-analysis or other tool that can outline the positive and negative factors and conditions for your organizations and the partnership)?*

Please note that assessing your organizations and partnership is required in Partnership Pilot Funding.

1. **Problem analysis**
2. *What is the main problem or situation that the local organization works with?*
3. *What are the root causes of the problem or situation?*
4. *What relevant actors need to be considered?*
5. *How have rights-holder been involved in the problem analysis process?*
6. *How will the local organization carry out this work?*
7. *How will you incorporate a gender analysis in the implementation of the Partnership Pilot Funding?*
8. **The initiative**
9. *Referring to your problem analysis, what are your goals in the initiative?*
10. *How will this contribute to the local organization(s) long-term goal and strategy?*
11. *What methods, strategies, activities will you carry out to achieve the goals and why?*
12. *How will working in partnership contribute to the implementation of the initiative?*
13. *How will the initiative be monitored and evaluated?*
14. *What specific actors will be involved and why? How you will ensure that they will partake in the initiative (e.g., rights holders, civil society actors, formal duty bearers, informal duty bearers.)?*
15. *Do you know whether you will be able to use the international banking system to transfer funds? If not, have you thought of an alternative? (Partners should confirm before applying if the international banking system can be used to transfer funds. Finding that an alternative is needed after being granted can delay payments from ForumCiv as an assessment is required and an agreement amendment need to be signed).*

You can refer to your attached Operational plan if it includes all the information above.

1. **The local organization(s)’s capacity and routines for planning, monitoring, and reporting**

Base your answers on the self-assessment of your organization done when applying.

Please note that these answers concern the organization’s routines in general, not for the planning, monitoring, and reporting of this specific initiative.

* 1. *What are the routines for planning operations? Who is involved?*
  2. *What are the routines and system for monitoring and evaluating operations? How does it allow for adaptation of operations?*
  3. *How is risk management integrated into planning and operations? How is the risk management plan evaluated and adapted?*
  4. *What areas of planning, monitoring and evaluation need to be strengthened and how?*

Attach any relevant documents to the above question (PME guide, PME policy etc.).

1. **The Swedish organization’s capacity and routines for planning, monitoring, and reporting**

Base your answers on the self-assessment of your organization done when applying.

Please note that these answers concern the organization’s routines in general, not for the planning, monitoring, and reporting of this specific initiative.

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    2. *What are the routines and system for monitoring and evaluating operations? How does it allow for adaptation of operations?*
    3. *How is risk management integrated into planning and operations? How is the risk management plan evaluated and adapted?*
    4. *What areas of planning, monitoring and evaluation need to be strengthened and how?*

Attach any relevant documents to the above question (PME guide, PME policy etc.).

1. **Risk analysis and management and do no harm approach**
2. *What internal (within your organizations and partnership) and external risks may affect the implementation of the initiative. Describe how your organizations will manage each of these risks.*
3. ***Do-no-harm approach****: How will your organizations ensure that the initiative does not risk causing harm to or have any negative consequences for participating and affected actors?*

Please note that analysis and management of the risk of corruption is required.

1. **Anti-corruption**
2. *How do your organizations’ systems and routines promote transparency and accountability?*
3. *How will your organizations share information about and ensure access to your own or ForumCiv’s whistle-blowing mechanism for target group(s) and stakeholders?*
4. *How will your organizations share information about the initiative’s purpose, the responsible organizations and the source of funding amongst target group(s) and stakeholders?*

Please note that a whistle-blowing mechanism is required.

1. **The local organization(s)’s capacity and routines for financial management and internal control**

Base your answers on the self-assessment of your organization done when applying.

It is okay if you cannot answer a question, simply indicate this.

1. *Briefly describe how you work with internal control in your organization.*
2. *What is your routine for budget planning and monitoring? What is your routine for updating and adjusting budgets?*
3. *What accounting system do you use? (Note that ForumCiv does not accept Excel)*
4. *What is your routine for exchange rate management?*
5. *What is your routine for who can approve what costs?*
6. *What is your routine for reviewing audits (internal or external) including follow-up of observations and recommendations?*
7. *What is your routine for following-up actions and progress on observations and recommendations from audits?*
8. *What is your organization’s experience in managing grants or other conditioned funding? Do you have documented routines for how to handle this?*
9. *What areas in your organization’s financial management need to be strengthened and how?*

Attach any relevant documents (e.g. financial manual, delegation of authority, statutes etc.).

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Base your answers on the self-assessment of your organization done when applying.

It is okay if you cannot answer a question, simply indicate this.

1. *Briefly describe how you work with internal control in your organization.*
2. *What is your routine for budget planning and monitoring? What is your routine for updating and adjusting budgets?*
3. *What accounting system do you use?*
4. *What is your routine for exchange rate management?*
5. *What is your routine for who can approve what costs?*
6. *What is your routine for reviewing audits (internal or external) including follow-up of observations and recommendations?*
7. *What is your routine for following-up local organization(s)’s actions and progress on observations and recommendations from local audits?*
8. *What is your organization’s experience in managing grants or other conditioned funding? Do you have documented routines for how to handle this?*
9. *What areas in your organization’s financial management need to be strengthened and how?*

Attach any relevant documents (e.g., financial manual, delegation of authority, statutes etc.).

1. **The Swedish organization’s routines for assessing partner organizations**
2. *How does the Swedish organization assess partner organization(s), both before and during implementation?*
3. *How is the financial management and internal control of partner organizations assessed?*
4. *How are assessments followed-up?*
5. *What is the routine for reviewing and following up on audits of partner organizations?*
6. *What is the routine for ending a partnership?*

Attach any relevant documents to the above questions (checklist, routine description, partner policy, assessments etc.).

1. **Complementary information to budget**
2. *Salary levels – for all costs in the budget related to salaries, reimbursements, renumerations etc in Sweden, state the total annual cost and the percentage of full-time employment that the cost covers per position or service.*
3. *Key figure – state in percentage how much of the Swedish organization’s operational costs that is directly benefitting the local organization(s). These are costs that increase the capacity of the local partner or benefitting the operations of the local partner; costs for staff discussing how an organization might address observations in an audit report; staff arranging/participating in workshops for local partners and their target groups; staff involved in discussing how local advocacy can be done; staff involved in facilitating networking for local partners; costs for travels doing activities as above; costs improving the security for local partners or members/staff/target groups).*

**Your Programme Officer may contact you in case completions or clarifications are needed.**