

# **GUIDE TO BUDGET PREPARATION FOR PROGRAMMES IN THE CIVIL SOCIETY FUND (CSF)**

**JUNE 2018 VERSION 1.2**

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## 1. VALIDITY OF THE GUIDE

This guide is valid for all programme applications to the Civil Society Fund, which are submitted to CISU - Civil Society in Development after November 1, 2017.

Notice: The guide will be continuously updated in response to any changes in the rules, or if anything in the text turns out to be unclear. The governing body of the Danish organisation is responsible for checking whether the rules have been changed. You may always obtain the latest version of this guide at the website of CISU: [www.cisu.dk/program](http://www.cisu.dk/program).

## 2. GENERALLY ABOUT BUDGETS FOR A PROGRAMME

When you apply for a programme, two types of budgets must be prepared: 1) A budget for a concept note and 2) a budget for the final programme application.

The budget should contain all major costs of the programme, which must be presented in a clear and transparent manner. The budget must be presented on an overall level with the following main headings:

### Programme and project support

1. PPA: Programme and project activities (including liquid funds)
2. Other activities including programme- and project-related information work
3. Auditing in Denmark
4. Administration (max. 7% of #1-3)

Total (Total programme funds + liquid amount of own-financing)

No detailed activity budgets are needed when preparing budget for the programme basic grant, but an overview of how programme and project activities (PPA) are distributed respectively on countries and thematic areas must be presented.

It is a requirement that programmes have detailed budgets at activity and output levels, which are prepared on a regular basis. These do not need to be submitted to CISU as part of application the process, but should be made available upon request. The organisation can use its own format for the detailed budgets. Principles of detailed budget breakdowns must follow the principles laid down in the current "Guide to the administration of programmes funded by the Civil Society Fund". CISU will typically conduct budget monitoring in relation to status reports, annual accounts, programme consultations, monitoring visits (both in Denmark and in the South) and reviews.

It is important for the assessment of the application that the budget is easy to understand. The assessment of the programme application will set store on the budget corresponding closely to the programme strategy.

The budgets must be submitted together with respectively the concept note application and the final programme application.

## General requirements

- The budget must be drawn up in Danish kroner (DKK).
- A programme budget normally covers four years. The budget shall be presented following calendar years.
- It is incumbent upon the Danish organisation to provide for insurance coverage of major equipment, stock, fixtures and project personnel to the extent possible.
- If the budget contains salaries or fees of Danish personnel, the applicant organisation must be registered as appropriate with the Danish tax authorities.

### 3. CONCEPT NOTE BUDGET FORMAT

A draft budget for the programme has to be prepared as part of preparing a programme concept note.

A summary has to be part of the text presented in the concept note whereas the actual draft budget should be annexed in the Excel format for concept notes.

#### Budget summary

The summary can be copied from the actual budget prepared in excel ('Turnover Budget' & 'Expenses budget').

Summary to be presented in the text of the concept note:

Turnover Budget	20xx	20xx	20xx	20xx	Total	
A. Expected Liquid Funds (funds raised in Denmark)						
B. Programme CSP Funds						
C. Expected Co-financing						
<b>Expenses Budget (Details below)</b>	<b>20xx</b>	<b>20xx</b>	<b>20xx</b>	<b>20xx</b>	<b>Total</b>	<b>% of Total</b>
1. Programme Activities (PPA) *						
<i>Hereof Technical Assistance (TA) **</i>						
2. Other Activities						
<i>Hereof Technical Assistance (TA) **</i>						
3. Auditing in Denmark						
4. Administration contribution (Denmark)						
<b>Total Expenses Budget</b>						

The draft programme budget format to be annexed to the concept note in the Excel format

Program: Concept Note Budget Format						
Turnover Budget	20xx	20xx	20xx	20xx	Total	
A. Expected Liquid Funds (funds raised in Denmark)	-	30	50	80	160	
B. Programme CSP Funds	4,000	4,000	4,000	4,000	16,000	###
C. Expected Co-financing	-	-	200	250	450	
<b>Expenses Budget (Details below)</b>	<b>20xx</b>	<b>20xx</b>	<b>20xx</b>	<b>20xx</b>	<b>Total</b>	<b>% of Total</b>
1. Programme Activities (PPA) *	3,310	3,210	3,205	3,360	13,085	74%
<i>Hereof Technical Assistance (TA) **</i>	125	250	125	125	625	5%
2. Other Activities	385	515	540	415	1,855	10%
<i>Hereof Technical Assistance (TA) **</i>	250	150	250	250	900	7%
3. Auditing in Denmark	25	25	25	25	100	1%
4. Administration contribution (Denmark)	280	280	280	280	1,120	6%
<b>Total Expenses Budget</b>	<b>4,250</b>	<b>4,280</b>	<b>4,280</b>	<b>4,360</b>	<b>16,190</b>	<b>###</b>

Co-financing (C) in % of total PI	0%	0%	6%	7%	3%
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Expenses Budget Details	20xx	20xx	20xx	20xx	Total	% of Total
<b>1. Programme Activities:</b>						
<b>1.A PPA: Geographical breakdown</b>						
Country/region 1	1,000	650	600	700	2,950	18%
Country/region 2	650	650	700	850	2,850	18%
Country/region 3	1,000	1,150	1,150	1,150	4,450	28%
Global Activities	160	260	255	250	925	6%
Unallocated Funds (max 10% of #1)***	350	350	350	260	1,310	8%
Contingencies (max 5% of #1)***	150	150	150	150	600	4%
<b>Total 1.A. Total by Geography **</b>	<b>4,050</b>	<b>3,960</b>	<b>3,955</b>	<b>4,010</b>	<b>15,975</b>	<b>81%</b>
<b>1.B PPA: Thematic breakdown</b>						
Thematic Area 1	800	800	900	800	3,300	20%
Thematic Area 2	1,000	900	695	1,100	3,695	23%
Thematic Area 3	450	600	550	600	2,200	14%
Thematic Area 4	600	450	600	400	2,050	13%
Unallocated Funds (max 10% of #1)***	300	300	300	300	1,200	7%
Contingencies (max 5% of #1)***	160	160	160	160	640	4%
<b>Total 1.B. Total by Themes ***</b>	<b>3,310</b>	<b>3,210</b>	<b>3,205</b>	<b>3,360</b>	<b>13,085</b>	<b>81%</b>
<b>2. Other Activities</b>						
Appraisals, pilot, feasibility, etc.	20	150	100	250	520	3%
Monitoring, reviews (internal)	300	300	300	100	1,000	6%
External evaluation and reviews	-	-	75	-	75	0%
Information work in Denmark (max. 2%)	65	65	65	65	260	2%
<b>Total 2. Other Activities</b>	<b>385</b>	<b>515</b>	<b>540</b>	<b>415</b>	<b>1,855</b>	<b>11%</b>
<b>3. Auditing in Denmark</b>						
External Auditing in Denmark	25	25	25	25	100	1%
<b>Total 3. Auditing in Denmark</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>100</b>	<b>1%</b>
<b>4. Administration contribution (Denmark)</b>						
Danish Administration (max. 7% of 1+2+3)	280	280	280	280	1,120	7%
<b>Total 4. Administration contribution</b>	<b>280</b>	<b>280</b>	<b>280</b>	<b>280</b>	<b>1,120</b>	<b>7%</b>
<b>Total Program Budget *</b>	<b>4,250</b>	<b>4,280</b>	<b>4,280</b>	<b>4,360</b>	<b>16,190</b>	<b>###</b>

## Budget format - explanation of main headings

A budget prepared in the below described format must be an annex to the concept note.

Note that the 'Geographical' and 'Thematic' breakdown are two ways to describe the same level of cost of PPA (Programme and project activities).

### Program: Concept Note Budget Format

Turnover Budget	20xx	20xx	20xx	20xx	Total
A. Expected Liquid Funds (funds raised)	-	30	50	80	160
B. Programme CSP Funds	4.000	4.000	4.000	4.000	16.000
C. Expected Co-financing	-	-	200	250	450

Expenses Budget (Details below)	20xx	20xx	20xx	20xx	Total	% of Total
1. Programme Activities (PPA) *	3.310	3.210	3.205	3.360	13.085	74%
<i>Hereof Technical Assistance (TA) **</i>	125	250	125	125	625	5%
2. Other Activities	385	515	540	415	1.855	10%
<i>Hereof Technical Assistance (TA) **</i>	250	150	250	250	900	7%
3. Auditing in Denmark	25	25	25	25	100	1%
4. Administration contribution (Denmark)	280	280	280	280	1.120	6%
<b>Total Expenses Budget</b>	<b>4.000</b>	<b>4.030</b>	<b>4.050</b>	<b>4.080</b>	<b>17.685</b>	<b>100%</b>

Liquid Funds (A) in % of total PPA	0%	1%	2%	2%	1%
Co-financing (C) in % of total PPA	0%	0%	6%	7%	3%

Expenses Budget Details	20xx	20xx	20xx	20xx	Total	% of Total	tjek
<b>1. Programme Activities:</b>							
<b>1.A PPA: Geographical breakdown</b>							
Country/region 1	1.000	650	600	700	2.950	18%	
Country/region 2	650	650	700	850	2.850	18%	
Country/region 3	1.000	1.150	1.150	1.150	4.450	28%	
Global Activities	160	260	255	250	925	6%	
Unallocated Funds (max 10% of #1)***	350	350	350	260	1.310	8%	10,0%
Contingencies (max 5% of #1)***	150	150	150	150	600	4%	4,6%
<b>Total 1.A. Total by Geography **</b>	<b>3.310</b>	<b>3.210</b>	<b>3.205</b>	<b>3.360</b>	<b>13.085</b>	<b>81%</b>	
<b>1.B PPA: Thematic breakdown</b>							
Thematic Area 1	800	800	900	800	3.300	20%	
Thematic Area 2	1.000	900	695	1.100	3.695	23%	
Thematic Area 3	450	600	550	600	2.200	14%	
Thematic Area 4	600	450	600	400	2.050	13%	
Unallocated Funds (max 10% of #1)***	300	300	300	300	1.200	7%	9,2%
Contingencies (max 5% of #1)***	160	160	160	160	640	4%	4,9%
<b>Total 1.B. Total by Themes ***</b>	<b>3.310</b>	<b>3.210</b>	<b>3.205</b>	<b>3.360</b>	<b>13.085</b>	<b>81%</b>	
<b>2. Other Activities</b>							
Appraisals, pilot, feasibility, etc.	20	150	100	250	520	3%	
Monitoring, reviews (internal)	300	300	300	100	1.000	6%	
External evaluation and reviews	-	-	75	-	75	0%	
Information work in Denmark (max. 2%)	65	65	65	65	260	2%	2,0%
<b>Total 2. Other Activities</b>	<b>385</b>	<b>515</b>	<b>540</b>	<b>415</b>	<b>1.855</b>	<b>11%</b>	
<b>3. Auditing in Denmark</b>							
External Auditing in Denmark	25	25	25	25	100	1%	
<b>Total 3. Auditing in Denmark</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>100</b>	<b>1%</b>	
<b>4. Administration contribution (Denmark)</b>							
Danish Administration(max. 7% of 1+2)	280	280	280	280	1.120	7%	6,9%
<b>Total 4. Administration contribution</b>	<b>280</b>	<b>280</b>	<b>280</b>	<b>280</b>	<b>1.120</b>	<b>7%</b>	
<b>Total Program Budget *</b>	<b>4.000</b>	<b>4.030</b>	<b>4.050</b>	<b>4.080</b>	<b>16.160</b>	<b>100%</b>	

Budget overview

Geographical breakdown

Thematic breakdown

Other activities

- Auditing  
- Danish administration

## Turnover budget including own-financing

Turnover Budget	20xx	20xx	20xx	20xx	Total
A. Expected Liquid Funds (funds raised in Denmark)	-	30	50	80	160
B. Programme CSP Funds	4.000	4.000	4.000	4.000	16.000
C. Expected Co-financing	-	-	200	250	450

The Danish organisation must have an outline for own-financing. Furthermore, a list must be submitted of existing and potential co-funding for all partners.

The own-financing should be a combination of two types:

**Liquid Funds or funds raised in Denmark** can for example be contributions from supporters, funds from collections or inheritance that are directly channelled to partners in support of long-term development cooperation which falls within the framework of the Civil Society Policy published by the Danish Ministry of Foreign Affairs.

**Co-financing** of activities means funds from other donors, the EU or the organisation's international partners, which fall within the framework of the Civil Society Policy published by the Danish Ministry of Foreign Affairs. In the case of joint programme/activities with grants raised and implemented by a local partner in the South or by the applicant's international alliance partners, these funds from other donors can also be counted as co-financing, provided that the Danish organisation is also playing a formal role in the undertaking.

The required level of own-financing depends on the size of the total programme budget:

Budgetlevel / year:	Funds raised in Denmark	Co-financing	Total
Budget up to DKK 4.5 million a year	0%	5%	5%
Budget DKK 4.5 - 7 million a year	Min. 2.5 %	Remaining up to 12,5%	12,5%
Budget above DKK 7 million a year	Min. 5%	Remaining up to 20%	20%

Own-financing is calculated as a percentage of spending on PPA.

When in doubt on how to categorize an own-financing input, please consult with CISU. CISU will align with Danida's definitions of own-financing.

## Expenses budget

This section of the budget is an overview of the expenses, where the sums are auto generated from other parts of the budget. The only budget lines, which must be filled out in this section, are the budget lines concerning technical assistance (TA).

Expenses Budget (Details below)	20xx	20xx	20xx	20xx	Total	% of Total
1. Programme Activities (PPA) *	3.310	3.210	3.205	3.360	13.085	74%
<i>Hereof Technical Assistance (TA) **</i>	125	250	125	125	625	5%
2. Other Activities	385	515	540	415	1.855	10%
<i>Hereof Technical Assistance (TA) **</i>	250	150	250	250	900	7%

3. Auditing in Denmark	25	25	25	25	100	1%
4. Administration contribution (Denmark)	280	280	280	280	1.120	6%
<b>Total Expenses Budget</b>	<b>4.000</b>	<b>4.030</b>	<b>4.050</b>	<b>4.080</b>	<b>17.685</b>	<b>100%</b>

\*\* The technical assistance (TA) must be stated for the PPA and the Other Activities in DKK/year.

OBS: The excel format has an extra sheet which can be used to calculate TA ("Danish payroll costs"). This is not compulsory to use - only meant as an assistance in your budgetary calculations.

### Geographical breakdown of PPA

Expenses Budget Details	20xx	20xx	20xx	20xx	Total	% of Total
<b>1. Programme Activities:</b>						
<b>1.A PPA: Geographical breakdown</b>						
Country/region 1	1.000	650	600	700	2.950	18%
Country/region 2	650	650	700	850	2.850	18%
Country/region 3	1.000	1.150	1.150	1.150	4.450	28%
Global Activities	160	260	255	250	925	6%
Unallocated Funds (max 10% of #1) ***	350	350	350	260	1.310	8%
Contingencies (max 5% of #1) ***	150	150	150	150	600	4%
<b>Total 1.A. Total by Geography ***</b>	<b>3.310</b>	<b>3.210</b>	<b>3.205</b>	<b>3.360</b>	<b>13.085</b>	<b>81%</b>

\*\*\* Please note that these three budget lines must be identical under 'Geographical breakdown' and 'Thematic breakdown' respectively.

### Country/Region

This section summarizes the programme costs divided by country (and in rare cases by regions if relevant).

### Global activities

This budget line is used for geographically cross-cutting activities, e.g. joint partner meetings, participation in international events etc.

### Unallocated Funds

It is allowed to allocate up to 10% of PPA subtotal for not planned activities. The budget can be used without prior acceptance from CISU for activities that clearly supplement the programme activities. Activities must be reported as justified in next coming status report.

### Contingencies

A budget margin should be included amounting to a minimum of 3 % and a maximum of 5 % of PPA subtotal.

The budget margin may be used to cover unforeseen expenses on some of the other budget items. These might typically be caused by currency fluctuations raising the costs of the intervention, or by other conditions making purchases or other payments related to the activities more expensive than expected at the time of budgeting.

### Thematic breakdown of PPA

<b>1.B PPA: Thematic breakdown</b>					
Thematic Area 1	800	800	900	800	3.300
Thematic Area 2	1.000	900	695	1.100	3.695

Thematic Area 3	450	600	550	600	2.200
Thematic Area 4	600	450	600	400	2.050
Unallocated Funds (max 10% of #1) ***	300	300	300	300	1.200
Contingencies (max 5% of #1) ***	160	160	160	160	640
<b>Total 1.B.Total by Themes ***</b>	<b>3.310</b>	<b>3.210</b>	<b>3.205</b>	<b>3.360</b>	<b>13.085</b>

OBS: The thematic breakdown of PPA is a different way of presenting the same costs as above under Geographical breakdown.

## Other activities

<b>2. Other Activities</b>						
Appraisals, pilot, feasibility, etc.	20	150	100	250	520	3%
Monitoring, reviews (internal)	300	300	300	100	1.000	6%
External evaluation and reviews	-	-	75	-	75	0%
Information work in Denmark (max. 2% of #1)	65	65	65	65	260	2%
<b>Total 2. Other Activities</b>	<b>385</b>	<b>515</b>	<b>540</b>	<b>415</b>	<b>1.855</b>	<b>11%</b>

### Appraisals, pilot, feasibility, etc.

Other activities can include expenses for preliminary/pilot/feasibility studies and reviews (including expenses for internal technical assistance), external evaluations (in accordance with DAC's evaluation criteria), specific initiatives benefiting a broader group of stakeholders and specific initiatives.

### Monitoring, reviews (internal)

Programme monitoring refers to the Danish organization's ongoing supervision of implementation and progress in cooperation with the local partners in the programme.

### External evaluation and reviews

An external evaluation of the programme is not mandatory (unless the programme phase is planned as the last phase) and an eventual cost is expected to be commensurate with the size of the programme.

NOTE: An external review/appraisal will be commissioned by CISU in the last 12-14 months of a programme phase. An evaluation of a programme, which is meant to be continued in a new phase, should only be planned if it is relevant taking into consideration that a review has just been carried out.

If evaluations are planned they must comply with Danida's minimum standards:

- Be independent: the evaluation must be conducted by an external, independent person. Thus, support cannot be given for evaluations where the organisations' employees, members or others involved in the activities conduct the evaluation.
- Contain considerations relating to the DAC's evaluation criteria: relevance of the objective; efficiency of resources in relation to results; effectiveness in relation to meeting goals; direct and indirect impact; and sustainability of the activities. Although not all the criteria will be relevant in all cases, it is important that the organisation makes it clear why certain criteria have been included while others have not.
- Be published on the Danish organisation's website. Moreover, the organisation must submit the



evaluation report to CISU, and notify CISU when it is made available on the website.

- It is possible to apply for coverage of the fees of an external consultant and the same types of expenses as in the case of Danish project monitoring (budget item 6). Airfares, if any, must be priced at no more than economy class, and accommodation cannot cost more than a normal tourist-class hotel. See also Denmark’s Ministry of Finance’s rates for hotel expenditure during business travel (link available at CISU’s website).

### Information work in Denmark

Support for programme-related information in Denmark can be applied for, albeit not more than 2 % of programme costs except auditing in Denmark, budget margin and Danish administration.

### Auditing

This budget line covers auditing in Denmark. Cost for auditing at local partners must be budgeted as part of ‘Local administration’ in the relevant budget.

### Administration (7%)

<b>4. Administration contribution (Denmark)</b>						
Danish Administration(max. 7% of 1+2+3)	280	280	280	280	1.120	7%
<b>Total 4. Administration contribution (Denmark)</b>	<b>280</b>	<b>280</b>	<b>280</b>	<b>280</b>	<b>1.120</b>	<b>7%</b>

7% of the programme costs may be set aside for administration in Denmark. This is calculated as 7% of the subtotal (1. Programme activities + 2. Other activities + 3. Auditing in Denmark).

## 4. FINAL PROGRAMME BUDGET FORMAT

The following introduces the different sheets in the final programme budget format which must be an annex to the programme application.

Please note that the cells include formulas. If you wish to change the format, for example adding more themes or countries than pre-defined, please consult with CISU.

### Budget format - explanation of sheets

#### 1. Budget summary (Spreadsheet 1)

The budget summary gives an overview over the distribution of expenses of the programme. Most data for the budget summary is transferred from other sheets of the budget format.

What you must fill in the Budget summary sheet is the following (as shown with arrows below):

- Title and year
- Programme CSP funds applied for divided between years
- Information work in Denmark: Up to 2 % of 1. Total PPA may be set aside for project and programme related information work in Denmark.
- Auditing in Denmark: covers auditing in Denmark. Cost for auditing at local partners must be budgeted as part of 'Local administration' in the relevant budget.
- Danish administration: Up to 7% of the programme costs may be set aside for administration in Denmark. This is calculated as 7% of the subtotal (1. Programme activities + 2. Other activities + 3. Information work in Denmark + 4. Auditing in Denmark).

Programme Budget Format for the Civil Society Fund							
To be annexed to application forms for final programme applications							
Help is available in "Guide to Budget Preparation for Programme" at <a href="http://www.cisu.dk/program">www.cisu.dk/program</a>							
<b>[Programme title]</b>							
budget in thousand DKK							
Turnover Budget	20xx	20xx	20xx	20xx	Total	% of PPA	
A. Expected Liquid Funds (0-5 % of total PPA)	-	30	50	80	160	2%	
B. Programme CSP Funds	3.300	2.765	2.970	2.815	11.850		
C. Expected Co-financing (0-12,5 % of total PPA)	-	-	200	250	450	5%	
Expenses Budget	20xx	20xx	20xx	20xx	Total	% of Total	Control
<b>1. Programme and Project Activities (PPA) in total</b>	<b>2.725</b>	<b>2.075</b>	<b>2.275</b>	<b>2.275</b>	<b>9.350</b>	<b>78%</b>	
<i>Hereof Technical Assistance (TA)</i>	695	550	500	500	2.245	19%	
Unallocated Funds (max 10% of PPA subtotal)	100	100	100	100	400	3%	4,56%
Budget margin (max 5% of PPA subtotal)	20	50	50	50	170	1%	1,94%
1.A PPA: Geographical breakdown							
Country/region 1	1.000	385	425	425	2.235	19%	
Country/region 2	1.080	385	425	425	2.315	19%	
Country/region 3	220	385	425	425	1.455	12%	
Country/region 4	110	385	425	425	1.345	11%	
Global Activities	195	385	425	425	1.430	12%	
PPA subtotal	2.605	1.925	2.125	2.125	8.780	73%	
1.B PPA: Thematic breakdown							
Thematic Area 1	800	1.250	1.000	1.000	4.050	34%	
Thematic Area 2	710	500	750	750	2.710	23%	
Thematic Area 3	585	125	250	250	1.210	10%	
Thematic Area 4	510	50	125	125	810	7%	
PPA subtotal	2.605	1.925	2.125	2.125	8.780	73%	
2. Other Activities in total							
<i>Hereof Technical Assistance (TA)</i>	320	450	475	350	1.595	13%	
Appraisals, pilot, feasibility, etc.	20	150	100	250	520	4%	
Monitoring, reviews (internal)	300	300	300	100	1.000	8%	
External evaluation and reviews	-	-	75	-	75	1%	
<b>3. Information work in Denmark (max. 2% of #1)</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>180</b>	<b>1%</b>	<b>1,93%</b>
<b>4. Auditing in Denmark</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>100</b>	<b>1%</b>	
<b>5. Danish Administration (max. 7% of #1-4)</b>	<b>185</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>785</b>	<b>7%</b>	<b>6,99%</b>
<b>6. TOTAL</b>	<b>3.300</b>	<b>2.795</b>	<b>3.020</b>	<b>2.895</b>	<b>12.010</b>	<b>100%</b>	

- Programme title
- Year
- Programme CSP funds

- Information work in Denmark
- Auditing in Denmark
- Danish Administration

Note that the 'Geographical' and 'Thematic' breakdown are two ways to describe the same level of cost of programme and project activities (PPA) (transferred from sheet 'Country and theme').

The yellow control boxes is to check whether the budget items unallocated funds, budget margin, information work in Denmark and Danish Administration falls within the allowed percentages.

## 2. Own and co-financing (spreadsheet 2)

The Danish organisation must have an outline for own-financing. The list must of existing and potential co-funding for all partners must be typed into the sheet "Own- and co-financing". The amounts typed will be transferred to the Budget summary sheet.

<b>Own and co-financing</b>					
<b>A. Expected Liquid Funds (funds raised in Denmark)</b>	<b>20xx</b>	<b>20xx</b>	<b>20xx</b>	<b>20xx</b>	<b>Total</b>
Collections	0	30	25	45	100
Donations	0	0	25	35	60
					0
					0
					0
<b>Total expected liquid funds</b>	<b>0</b>	<b>30</b>	<b>50</b>	<b>80</b>	<b>160</b>
<b>C. Expected Co-financing</b>	<b>20xx</b>	<b>20xx</b>	<b>20xx</b>	<b>20xx</b>	<b>Total</b>
X Fund	0	0	200	250	450
					0
					0
					0
					0
<b>Total expected co-financing</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>250</b>	<b>450</b>

The own-financing should be a combination of two types:

**Liquid Funds or funds raised in Denmark** can for example be contributions from supporters, funds from collections or inheritance that are directly channelled to partners in support of long-term development cooperation which falls within the framework of the Civil Society Policy published by the Danish Ministry of Foreign Affairs.

**Co-financing** of activities means funds from other donors, the EU or the organisation's international partners, which fall within the framework of the Civil Society Policy published by the Danish Ministry of Foreign Affairs. In the case of a joint programme/activities with grants raised and implemented by a local partner in the South or by the applicant's international alliance partners, these funds from other donors can also be counted as co-financing, provided that the Danish organisation is also playing a formal role in the undertaking.

The required level of own-financing depends on the size of the total programme budget:

<b>Budgetlevel / year:</b>	<b>Funds raised in Denmark</b>	<b>Co-financing</b>	<b>Total</b>
Budget up to DKK 4.5 million a year	0%	5%	5%
Budget DKK 4.5 - 7 million a year	Min. 2.5 %	Remaining up to 12,5%	12,5%
Budget above DKK 7 million a year	Min. 5%	Remaining up to 20%	20%

Own-financing is calculated as a percentage of spending on PPA.

When in doubt on how to categorise an own-financing input, please consult with CISU. CISU will align with Danida's definitions of own-financing.

### 3. Country and theme (spreadsheet 3)

In the sheet 'Country and theme' expenses are broken down by country and further by thematic area. Here amounts budget for activities and technical assistance (TA) should be typed. Please note that all cells link to the sheet 'Budget summary' and therefore should not be edited. If you need to add more countries or themes than pre-defined, please consult with CISU.

Country and Thematic Area			20xx	% of total PPA	Hereof TA	20xx	% of total PPA	Hereof TA	20xx	% of total PPA	Hereof TA	20xx	% of total PPA	Hereof TA	Total	% of total PPA	Hereof TA
Country 1	Subtotal		1000	37%	80	385	19%	110	425	19%	100	425	19%	100	2235	24%	390
	Thematic Area 1		250	9%	50	250	12%	50	200	9%	40	200	9%	40	900	10%	180
	Thematic Area 2		200	7%	20	100	5%	50	150	7%	30	150	7%	30	600	6%	130
	Thematic Area 3		300	11%	5	25	1%	5	50	2%	20	50	2%	20	425	5%	50
	Thematic Area 4		250	9%	5	10	0%	5	25	1%	10	25	1%	10	310	3%	30
Country 2	Subtotal		1080	40%	540	385	19%	110	425	19%	100	425	19%	100	2315	25%	850
	Thematic Area 1		300	11%	150	250	12%	50	200	9%	40	200	9%	40	950	10%	280
	Thematic Area 2		280	10%	140	100	5%	50	150	7%	30	150	7%	30	680	7%	250
	Thematic Area 3		260	10%	130	25	1%	5	50	2%	20	50	2%	20	385	4%	175
	Thematic Area 4		240	9%	120	10	0%	5	25	1%	10	25	1%	10	300	3%	145
Country 3	Subtotal		220	8%	35	385	19%	110	425	19%	100	425	19%	100	1455	16%	345
	Thematic Area 1		100	4%	25	250	12%	50	200	9%	40	200	9%	40	750	8%	155
	Thematic Area 2		120	4%	10	100	5%	50	150	7%	30	150	7%	30	520	6%	120
	Thematic Area 3			0%		25	1%	5	50	2%	20	50	2%	20	125	1%	45
	Thematic Area 4			0%		10	0%	5	25	1%	10	25	1%	10	60	1%	25
Country 4	Subtotal		110	4%	20	385	19%	110	425	19%	100	425	19%	100	1345	14%	330
	Thematic Area 1		50	2%	10	250	12%	50	200	9%	40	200	9%	40	700	7%	140
	Thematic Area 2		60	2%	10	100	5%	50	150	7%	30	150	7%	30	460	5%	120
	Thematic Area 3			0%		25	1%	5	50	2%	20	50	2%	20	125	1%	45
	Thematic Area 4			0%		10	0%	5	25	1%	10	25	1%	10	60	1%	25
Global Activities	Subtotal		195	7%	20	385	19%	110	425	19%	100	425	19%	100	1430	15%	330
	Thematic Area 1		100	4%	5	250	12%	50	200	9%	40	200	9%	40	750	8%	135
	Thematic Area 2		50	2%	5	100	5%	50	150	7%	30	150	7%	30	450	5%	115
	Thematic Area 3		25	1%	5	25	1%	5	50	2%	20	50	2%	20	150	2%	50
	Thematic Area 4		20	1%	5	10	0%	5	25	1%	10	25	1%	10	80	1%	30
PPA subtotal		2605			1925			2125			2125			8780			
Unallocated Funds (max 10% of subtotal)		100	4%		100	5%		100	4%		100	4%		400	4%		
Budget margin (max 5% of subtotal)		20	1%		50	2%		50	2%		50	2%		170	2%		
<b>PPA total</b>		<b>2725</b>		<b>695</b>	<b>2075</b>		<b>550</b>	<b>2275</b>		<b>500</b>	<b>2275</b>		<b>500</b>	<b>9350</b>		<b>2245</b>	

### Technical assistance (TA)

To calculate TA you may use the sheet "Danish payroll costs" as assistance in your budgetary calculations. It is not compulsory to use the sheet.

### Global Activities

This budget line is used for geographically cross-cutting activities, e.g. joint partner meetings and participation in international events.

### Unallocated Funds

It is allowed to allocate up to 10% PPA subtotal for not planned activities. The budget can be used without prior acceptance from CISU for activities that clearly supplement the programme activities. Activities must be reported as justified in next coming status report.

### Budget margin

A budget margin should be included amounting to a minimum of 3 % and a maximum of 5 % of the PPA subtotal.

The budget margin may be used to cover unforeseen expenses on some of the other budget items. These might typically be caused by currency fluctuations raising the costs of the intervention, or by other conditions making purchases or other payments related to the activities more expensive than expected at the time of budgeting.

## 4. Other activities (Spreadsheet 4)

The sheet 'Other activities' is an overview of spending on other activities by year.

Other activities															
	20xx	% of total	Hereof TA	20xx	% of total	Hereof TA	20xx	% of total	Hereof TA	20xx	% of total	Hereof TA	20xx	% of total	Hereof TA
Appraisals, pilot, feasibility, etc.	20	6%	20	150	33%	150	100	21%	100	250	71%	250	250	71%	250
Monitoring, reviews (internal)	300	94%	300	300	67%	300	300	63%	300	100	29%	100	100	29%	100
External evaluation and reviews	-	0%	-	-	0%	-	75	16%	75	-	0%	-	-	0%	-
<b>Total Other Activities</b>	<b>320</b>		<b>320</b>	<b>450</b>		<b>450</b>	<b>475</b>		<b>475</b>	<b>350</b>		<b>350</b>	<b>350</b>		<b>350</b>

### Technical assistance (TA)

To calculate TA you may use the sheet "Danish payroll costs" as an assistance in your budgetary calculations. It is not compulsory to use the sheet.

### **Appraisals, pilot, feasibility, etc.**

Other activities can include expenses for preliminary/pilot/feasibility studies and reviews (including expenses for internal technical assistance), external evaluations (in accordance with DAC's evaluation criteria), specific initiatives benefiting a broader group of stakeholders and specific initiatives.

### **Monitoring, reviews (internal)**

Programme monitoring refers to the Danish organization's ongoing supervision of implementation and progress in cooperation with the local partners in the programme.

### **External evaluation and reviews**

An external evaluation of the programme is not mandatory (unless the programme phase is planned as the last phase) and an eventual cost is expected to be commensurate with the size of the programme.

NOTE: An external review/appraisal will be commissioned by CISU in the last 12-14 months of a programme phase. An evaluation of a programme, which is meant to be continued in a new phase, should only be planned if it is relevant taking into consideration that a review has just been carried out.

If evaluations are planned they must comply with Danida's minimum standards:

- Be independent: the evaluation must be conducted by an external, independent person. Thus, support cannot be given for evaluations where the organisations' employees, members or others involved in the activities conduct the evaluation.
- Contain considerations relating to the DAC's evaluation criteria: relevance of the objective; efficiency of resources in relation to results; effectiveness in relation to meeting goals; direct and indirect impact; and sustainability of the activities. Although not all the criteria will be relevant in all cases, it is important that the organisation makes it clear why certain criteria have been included while others have not.
- Be published on the Danish organisation's website. Moreover, the organisation must submit the evaluation report to CISU, and notify CISU when it is made available on the website.
- It is possible to apply for coverage of the fees of an external consultant and the same types of expenses as in the case of Danish project monitoring (budget item 6). Airfares, if any, must be priced at no more than economy class, and accommodation cannot cost more than a normal tourist-class hotel. See also Denmark's Ministry of Finance's rates for hotel expenditure during business travel (link available at CISU's website).

## **5. Danish payroll costs (spreadsheet 5)**

The Budget Format's spreadsheet 3 accounts for the use of Danish man-hours, and must be filled out if the budget covers salaries of the Danish organisation's employees or any type of compensation for its volunteers.

It is not possible to establish an exact ceiling for the proportion of a grant that may be spent on remunerating Danish staff and volunteers.

There is no distinction in principle between the man-hours of permanent, temporary and voluntary personnel dedicated to the implementation of a grant. In all cases, the rates must adhere to the rules as outlined here below.

Attention should be paid to the following:

- All intervention-specific spending on Danish salaries must be considered in the budget, and must subsequently be documented in accounts and reporting on the activities concerned.
- Organisations with permanent staff<sup>1</sup> (in Denmark or perhaps at a field office) may include overheads in addition to documented salary costs. To do so, a time registration system must be kept, so that the use of man-hours can be charged to the activity accounts.
- Neither permanent, temporary nor voluntary staff may command an hourly rate (exclusive of any overheads) that is higher than their current remuneration level.
- The salaries of local staff at field offices cannot exceed the average level for equivalent organisations in the same country.

Spending on Danish man-hours in relation to the grant size will be assessed paying attention to the following aspects:

#### ***Activity-specific consultancy service***

##### **Under Programme and Project Activities (PPA):**

- Technical assistance, support and capacity building of local partners.
- Technical assistance to the administration and accounting of partners.
- Recruitment of activity-specific personnel.
- Development of the organisation's core competences.
- Development of activity-specific policies, strategies and guidelines.
- Participation in external and internal coordination of activities financed under the MFA grant.

##### **Under Other Activities**

- Planning, such as a new phase of ongoing programmes/projects. Preparation of documentation.
- Pilot studies, appraisals.
- Monitoring of ongoing programmes/projects, such as monitoring visits.
- Reviews of ongoing programmes/projects.
- Participation of resource persons in connection with evaluations.
- Information activities in relation to the MFA grant.
- Participation in thematic reviews.

#### ***Danish administration (7%)***

7% of project costs may be set aside for administration in Denmark. This is calculated as 7% of the PPA total. The administration fee should cover the Danish organisation's general additional administrative

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<sup>1</sup> The term 'permanent staff' refers to any employee with a contract that is not confined to the duration of a particular intervention.

costs in connection with the approved intervention, when these do not pertain to any of the other budget items. Such costs may include:

- Administration and accounting of the organisation itself.
- Visits and monitoring visits not part of activity-specific monitoring.
- Recruitment of non-activity-specific personnel.
- Contact/dialogue with the CISU.
- Meeting activities regarding the partnership engagement.
- Partnership engagement applications and negotiating proposals.
- Reporting in relation to the partnership engagement.
- General budget and accounts tasks.
- Participation of the organisation's management in regards to the partnership engagement (management should be understood as general secretary/managing director/CEOs/members of boards/executive committees etc.).

The final intervention accounts submitted to CISU should not specify the spending of the fee for administration in Denmark, though this must appear from the Danish organisation's own accounts.