



GUIDE TO THE ADMINISTRATION OF GRANTS FROM THE CIVIL SOCIETY FUND, THE EASTERN NEIGHBOURHOOD CIVIL SOCIETY FUND, AND THE FUND FOR CLIMATE AND ENVIRONMENT

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1. VALIDITY OF THE GUIDE

This guide is valid for grants approved by the Civil Society Fund, the Eastern Neighbourhood Civil Society Fund and the Fund for Climate and Environment.

Please note that this 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 always using the latest version.

2. HOW SHOULD THE GUIDE BE USED?

When you receive a grant from one of CISU's funds, you commit yourselves to meeting a series of conditions and demands as regards the way in which the funds are to be managed. In this guide, you may read about:

- Your obligations concerning accounting, monitoring and reporting.
- How to administer the grant in practice.

It is important that you read this guide carefully and pay attention to whether you are complying with the rules throughout the course of the intervention. If you fail to administer the grant correctly, you may – in the worst case – be obliged to pay it back.

If, at a later stage, you wish to seek support from the Civil Society Fund for another intervention, the application will be assessed in view of your track record, i.e. how you have managed and reported on previous undertakings.

3. WHO IS RESPONSIBLE FOR THE GRANT?

Grants from CISU's funds are awarded to the Danish organisation featuring as the applicant. The governing body of the Danish organisation is fully responsible for the funds being managed according to the rules and in accordance with the basis on which they have been granted.

For the governing body, this entails the following obligations, among others:

- The money must be spent on the purposes described in the application.
- Steps should be taken to prevent corruption and misuse of funds.
- Financial procedures need to inspire confidence, including proper internal controls as well as bookkeeping and accounting in keeping with sound practices in this field. This means that both the intervention and the applicant organisation as a whole must be subject to external auditing.
- No entity which is party to the grant can be listed by the UN or EU as a terrorist organisation.

- Significant problems and irregularities in the intervention must be reported as soon as possible; however, no later than 14 days after the grant holder has been informed of these.
- Reports, accounts and other mandatory documents regarding the intervention must be submitted according to the deadlines in the contract.

4. AFTER FUNDING HAS BEEN GRANTED

4.1. Contract with CISU

After approving a grant from one of its funds, CISU emails a signed contract to the Danish organisation. The contract sets out the requirements and conditions to be met as described in this guide. It also informs the deadlines that must be met as regards the grant.

The contract must be signed and returned to puljer@cisu.dk before implementation of the intervention can commence. Only when CISU has received the signed contract may the first disbursement take place.

4.2. Cooperation agreement with local partner

A condition for receiving grants above DKK 200,000 is that a cooperation agreement be drawn up between the Danish organisation and its local partners. In the case of grants above DKK 400,000, it is also required to submit a copy of a signed cooperation agreement to puljer@cisu.dk. This procedure must be completed before the second instalment can be disbursed.

It is obligatory for the cooperation agreement to contain the following anti-corruption clause: *“No offer, payment, consideration or benefit of any kind, which could be regarded as an illegal or corrupt practice, shall be made, promised, sought or accepted – neither directly nor indirectly – as an inducement or reward in relation to activities funded under this agreement, incl. tendering, award or execution of contracts. Any such practice will be grounds for the immediate cancellation of this agreement/contract and for such additional action, civil and/or criminal, as may be appropriate. At the discretion of the Royal Danish Ministry of Foreign Affairs, a further consequence of any such practice can be the definite exclusion from any tendering for projects, funded by the Danish Ministry of Foreign Affairs”.*

The cooperation agreement formalises the intervention in question and should reflect the reciprocal nature of the partnership. Accordingly, it is important that it describes the responsibilities and obligations as well as the rights of all parties involved. CISU's website contains inspiration to draw up a cooperation agreement.

4.3. Data on the intervention

When funding of an intervention has been approved, information about the undertaking must be typed into your organisation's profile on CISU's intranet site. This information be published on CISU's website along with the application. CISU's website presents a guide on how to fill in the data.

4.4. Disbursements

To obtain a disbursement, the form "Request for payment on account" (in Danish) must be used, available on CISU's website. The first instalment of the grant can be paid out no earlier than one month before the intervention begins, and only after CISU has received a signed contract from the Danish organisation. Please note that each disbursement may normally cover a maximum of six months of activity.

The requested amount must adhere to the financing plan that was submitted as part of the grant application. If you wish to change the financing plan, please submit a new version to puljer@cisu.dk. The form is available on CISU's website.

There are no set deadlines for disbursement requests, which may be presented at any time of the year. The processing time is approximately one week, although the procedure may take longer in case CISU staff is on holiday.

Please note that in the case of 'Support for Application Process', the amount granted will be paid out in a single instalment following the submission of a disbursement request.

4.5. Bank account requirements

The grant funds received must be deposited in a special bank account, separate from the organisation's own funds. This applies both in Denmark and in the country of the local partner. However, if an organisation is receiving several Danida grants, the same bank account may be used for all of them. If special rules in force in the local partner's country prevent a separate bank account from being opened, CISU may allow an exemption upon request.

Transfers to and from the partner must be made from the separate bank account. To the extent possible, Danish expenses should also be paid to and from the separate bank account.

When setting up the separate bank account in Denmark, the account holder must enter into a written agreement with the bank that unspent funds deposited belong to CISU, and that the bank is not entitled to set off this amount against the organisation's possible debt to the bank.

The agreement with the bank may say: "*As previously agreed, it is hereby confirmed that the bank will*

not set off deposits in the aforementioned account against any type of credit balance. The bank renounces this right based on the premise that the account balance consists of funds disbursed by CISU or of interest accrued on such funds.”

Keep in mind the following:

- If salaries or fees for Danish staff are included in the budget, the organisation must be tax-registered in Denmark as appropriate.
- It is incumbent upon the Danish organisation to take out insurance for major project equipment, inventory and staff to the extent possible.

4.6. Financial management requirements – CISU’s financial standards

Recipients of CISU grants must comply with CISU’s financial standards, which are available on CISU’s website. They specify the obligations of the Danish organisation and its local partner in relation to financial management and set out how to meet individual requirements. It is incumbent on the Danish organisation to inform the partner about the standards and to follow up in case of shortcomings.

The financial standards are found in three versions according to the size of the grant: below DKK 200,000; above DKK 200,000; and above DKK 1 million. It is the total budget amount administered by the partner concerned which determines the standard that the partner must comply with. The Danish organisation must adhere to the version of the financial standards corresponding to the largest grant that it holds or is applying for.

The local partner has six months from the date the intervention begins to achieve compliance with the financial standards, whereas the Danish organisation must be in compliance from the outset of the intervention.

The Danish organisation is recommended to go through the financial standards with the local partner both during the application process and during the implementation of the intervention to ensure that the rules are adhered to.

5. GRANT ADMINISTRATION

5.1. Changes in the intervention

Money received from a CISU fund must be spent in accordance with the basis on which it was granted, i.e. as set out in the approved application and budget, as well as other documents that were presented

in order to obtain the grant. Nevertheless, it can become necessary to introduce unplanned changes in the course of the intervention.

The following types of deviations from plan require prior approval by CISU:

- Changes in the approved intervention period, e.g. an extension.
- Changes in the objectives, partnerships or target groups of the intervention, e.g. if there is a need to cancel or add activities that will affect the realisation of the objectives defined for the intervention.
- Specific changes regarding the approved budget. See next section on budget revisions.

Changes that do not involve any of the above points need not be approved by CISU in advance, but should instead be informed and justified in the subsequent progress or final report and in the final accounts.

Requests for changes are sent to puljer@cisu.dk, using the form “Request for change of intervention, intervention period and/or budget”, which is available on CISU’s website. CISU needs to receive the request well in advance and not after the intervention has been completed.

5.2. Changes in the budget

Basically, the intervention must be implemented within the framework of the budget approved. Nevertheless, it can become necessary to modify the budget in the course of the intervention.

The following types of deviations from the original budget require prior approval by CISU:

- When reallocation between the main budget items exceed 10% of the lowest budget entry being raised or lowered,
- When reallocation concerns the budget for wage costs, personnel benefits or auditing
- Specific deviations from plan as regards spending of the budget margin – see next section on this topic.

Please note that no funds can be reallocated to main budget item 8: Information in Denmark, as information allocations to which the implementers are entitled, yet choose not to budget for, are transferred to CISU’s Information Fund. However, if planned information activities are carried out more economically than what was budgeted for, it is possible to transfer funds from item 8 to other items.

Changes that do not involve any of the above points need not be approved by CISU in advance, but should instead be informed and justified in the subsequent progress or final report and in the final accounts.

Requests for budget changes are sent to puljer@cisu.dk, using the form “Request for change of intervention, intervention period and/or budget”, which is available on CISU’s website. CISU needs to receive the request well in advance and not after the intervention has been completed.

5.3. Spending of budget margin

In the budget, an amount has been allocated as ‘budget margin’. At least 6% and at most 10% of budget items 1-8 has been set aside for this. You may spend from the budget margin if unexpected expenditure arises in relation to the other budget items, e.g. to cover an increase in prices, wages, exchange rates and interest costs in Denmark. Reallocations and spending of the budget margin must always be in pursuit of the overall objective of the intervention.

Spending of the budget margin need not be approved by CISU beforehand. However, you do need a written authorisation if you want to spend the budget margin on:

- Expanding or reformulating the intervention.
- Wages, staff benefits or auditing.

Please note that no funds from the budget margin may cover expenditure pertaining to main budget item 8: Information in Denmark.

Any spending of the budget margin that has not been approved by CISU in advance must be informed and justified in the subsequent progress report (with a revised budget) and in the final accounts.

Requests regarding spending of the budget margin are sent to puljer@cisu.dk, using the form “Request for change of intervention, intervention period and/or budget”, which is available on CISU’s website. CISU needs to receive the request well in advance and not after the intervention has been completed.

5.4. Spending of fee for administration in Denmark

The budget reserves up to 7% of the subtotal of intervention costs as a contribution towards administration in Denmark. In the accounts, this administration fee must always be calculated as a percentage of actual spending of the grant. Accordingly, if you spend less than the amount budgeted, there will be a lower amount available for administration in Denmark.

The administration fee should cover the Danish organisation’s general additional administrative expenditure in connection with the grant. The boundary between general administrative costs and direct intervention spending may appear less than clear-cut, but the following types of expenses within the organisation can only be covered by the administration fee:

- Office maintenance (rent, cleaning, office materials, transport, electricity and water, assistant personnel and other common operational costs such as banking costs and money transfer fees).
- Staffing of head office (and field office, if any) carrying out normal administrative procedures, including:
 - the preparation of applications and other proposals,
 - costs of travel that does not form part of activity-specific monitoring,
 - recruitment and selection of personnel unrelated to the intervention for which the grant has been approved, meeting activity, contacts with CISU and the Danish Ministry of Foreign Affairs,
 - reporting assignments,
 - general budgeting and accounting tasks,
 - the organisational leadership's involvement in the development cooperation (leadership refers to members of the various governing bodies).

Notice: In the final accounts for the intervention submitted to CISU, the Danish organisation is not required to give details of how the administration fee has been spent. However, these funds must be included in the organisational accounts.

6. REPORTING, ACCOUNTING AND AUDITING

Having been awarded a grant from one of CISU's funds, you are committed to meeting a series of closing dates, all of which are set down in the contract with CISU signed before the intervention begins. If any deadlines are changed in the course of the intervention period, it will be informed through your organisation's profile on CISU's intranet site, and you will receive confirmation from CISU by email.

6.1. Progress report

For interventions lasting 24 months or more, a progress report must be submitted halfway through the intervention period. The exact **deadline** will be set out in the Danish organisation's contract with CISU and its profile on CISU's intranet site. For interventions lasting less than 24 months, submission of a final report will suffice.

The progress reporting format available on CISU's website must be used.

The progress report must be signed and sent to puljer@cisu.dk.

Please note that in the case of Support for Co-Financing, progress reporting adheres to the format prescribed by the intervention's main donor.

6.2. Organisational accounts

For grants above DKK 200,000 and an intervention period exceeding 12 months, the Danish grant-holder's organisational accounts must be submitted to CISU. The deadline is 1 July and applies to grants for which disbursements have taken place prior to 1 December in the preceding calendar year.

The following documents must be uploaded through the Danish organisation's profile on CISU's intranet (only one document can be uploaded at a time):

- The organisation's audited annual accounts for the preceding accounting year signed by an auditor and by the main governing body. The auditor must be state-authorized or chartered.
- Auditor's report or other related documents describing the performance audit and compliance audit of the use of the CISU funds.

In the case of emphasis of matter or modified opinion in the auditor's report on the financial statements received, CISU may request a long-form audit report or other documents that elaborates on the auditor's emphasis/opinion if this is not self-explanatory.

- The organisation's annual report.
- Account between the parties, which should ideally either be presented as a note in the audited organisational accounts or be audited separately. CISU's format for the account between the parties must be used, and is available on CISU's website.

The account between the parties concerns the activities financed by one of CISU's funds. It specifies the year's spending on activities, financial transfers and reconciled data about the account between the organisation and CISU, including a calculation of the fee for administration in Denmark, and an explanation concerning any unspent grant funds.

Please note that when an organisation's grants are all DKK 200,000 or less, CISU requires its organisational accounts to be, at the very least, audited by an internal auditor.

For organisations entitled to charge overheads in addition to documented wage costs, CISU may demand the following when organisational accounts are submitted:

- Specification of the organisation's income in terms of overheads charged on the basis of person-hours related to CISU grants.
- In the case of consultancies carried out by field office staff, specification of income in terms of overheads charged on the basis of activity-specific consultancies and specification of the office's total expenditure.

6.3. Workshop for exchange of experiences

Every year, CISU carries out workshops aimed at exchanging experiences between all organisations that have been awarded a grant from one of CISU's funds. Organisations are required to take part once, if the intervention period is 12 months or longer.

CISU will send a workshop invitation directly to the contact person for the intervention. Members of the Danish organisation attending a workshop are expected to be deeply familiar with the intervention.

6.4. Final report

After the intervention has ended, a final report on the grant must be submitted. CISU's format to this effect must be used and is available on CISU's website. See specific requirements for each support modality below.

Deadlines for final report:

- For grants of DKK 200,000 or less: must be submitted within two months of the end of the intervention.
Notice: the report on Small-Scale Interventions and Support for Application Process, however, must be submitted within one month of the end of the intervention.
- For grants above DKK 200,000: must be submitted within six months of the end of the intervention.

All recipients of grants from CISU funds must write a **brief synthesis** (maximum 10 lines) on what has been achieved through the intervention. This text will be used to help communicate results through the [world map](#) on CISU's website.

A signed version of the final report is sent to puljer@cisu.dk.

Final report for Small-Scale Interventions

The final report for small-scale interventions can be submitted to CISU either in writing or in the shape of a video. If the latter is chosen, the video must answer the questions in the reporting format and cannot exceed five minutes. Even if the application was submitted in writing, you are welcome to report by means of a video.

Final report for Citizen Participation Interventions and Development Interventions

The Final Report is drawn up adhering to CISU's format to this effect. Furthermore, you are encouraged to supplement the final report with images, videos, documents, screenshots from social media or other materials produced during the intervention that can be shared electronically with CISU.

Final report for Support for Co-Financing

The final report submitted to the main donor is also sent to CISU. However, CISU may demand additional reporting if the format used by the main donor fails to satisfy the requirements of the Civil Society Fund.

Final report for Support for Application Process

The final report is submitted to CISU along with the final version of the application resulting from the application process.

The final decision of the main donor must be notified to CISU, as soon as it is made known.

6.5. Final accounts

After the intervention has been completed, the final accounts must be drawn up and submitted to CISU. Different guidelines apply to this effect depending on whether the grant is below or above DKK 200.000. Moreover, special rules are in force for Small-Scale Interventions and Support for Co-Financing.

Final accounts for Small-Scale Interventions

The final accounts for spending of the grant must adhere to the format to this effect. The accounts are drawn up by the person responsible for the intervention and signed by the chairperson of the governing body or by the management of the organisation. The accounts regarding the grant are required to form part of the organisation's annual accounts. The receipts for expenditure should not be sent to CISU, but the originals must be stored for five years after the intervention, so as to be produced upon request from CISU, the Danish Auditor-General (*Rigsrevisionen*) or others authorised to this effect. CISU reserves the right to inspect samples of receipts.

Final accounts for Support for Co-Financing

The totality of audited accounts submitted to the main donor are also sent to CISU. However, CISU may demand additional reporting if the format used by the main donor fails to satisfy the requirements of the Civil Society Fund.

6.5.1. Final accounts for grants of DKK 200,000 or less

Grants of DKK 200,000 or less are audited by an auditor appointed by CISU. The auditor's fee is paid directly by CISU upon approval of the final accounts. The audit must adhere to the audit instruction manual of the Danish Ministry of Foreign Affairs for grants under DKK 200,000, which can be accessed through a link on CISU's website.

Before the intervention begins

For the accounts to be examined and approved by an auditor, all material mentioned in the audit

checklist must be sent to the auditor or be kept ready for the audit. Accordingly, it is important to read the checklist before the intervention begins, so as to be prepared for the full scope of the grant audit. The checklist is available on CISU's website.

After the intervention ends

The final grant accounts must be drawn up by yourselves in CISU's format to that effect, which is available on CISU's website. The accounts, completed audit checklist, attendant documentation and copy of the final report must be sent to the auditor no later than two months after the completion date of the intervention. Following that, you may agree with the auditor on the final deadline for auditing the final accounts.

Checklist of what must be submitted to the auditor:

- Completed accounting format
- Completed audit checklist
- Documentation as per the checklist
- Original vouchers (receipts) as per the checklist (both electronically as pdf files and physically by letter)
- Copy of final report

CISU sends the auditor an email message about the grant, including the contract and approved application.

At present, the appointed auditor is:

Ernst & Young P/S Att: Thomas Lyck

Værkmestergade 25, Postboks 330, DK-8000 Aarhus C

Mobile phone: +45 25 29 46 05, email: Thomas.Lyck@dk.ey.com

When the audit has been completed

The auditor returns the audited accounts to your organisation, after which it is your responsibility to forward it to puljer@cisudk.dk. The final accounts are sent to CISU without the vouchers (the receipts, which must be stored by your organisation).

The deadline for submission of the final audited accounts to CISU is three months after the completion date of the intervention.

Please note that for grants where the CISU fund contribution is DKK 200,000 or less, yet with a total budget for the intervention including co-financing above DKK 200,000, the rules in force for the final accounts are those for grants of DKK 200,000 or less, as far as accounting of the CISU-funded grant is concerned.

6.5.2. Final accounts for grants of more than DKK 200,000

The final accounts must be audited by a state-authorized or chartered auditor who is appointed by the Danish organisation. The audit must adhere to the Danish Ministry of Foreign Affairs' audit instruction manual for grants of over DKK 200,000, which can be accessed through a link on CISU's website. It is incumbent on the Danish organisation to ensure that the auditor confirms in writing that he or she is willing to perform his audit tasks in keeping with the provisions of the audit instruction manual. When auditing the final accounts, the auditor must therefore mention in the audit report that his job has been performed in keeping with Danish Ministry of Foreign Affairs' audit instruction manual, and in accordance with the applicable Standard for Public Audit (SOR) where the auditor's report comprises a separate section on performance audit and compliance audit.

Furthermore, the auditor must draw up an audit letter, setting out his or her assessment and opinion in view of the audit conducted. The audit letter can be attached to the audit report or be presented separately. If the auditor has prepared a Management letter, it must enclose the final accounts to CISU with the grant holder's response.

The deadline for submission of the final audited accounts with an attendant audit letter to puljer@cisudk is no later than six months after the end of the intervention, adhering to CISU's format for final accounts available on CISU's website.

Please note that for grants above DKK 400,000 that have been approved after 15 March 2017, an audit in the developing country of cooperation is also required. This audit must adhere to international auditing standards as well as the Ministry of Foreign Affairs' performance audit requirement, which is specified in further detail in the applicable audit instruction manual. In the case of grants between DKK 200,000 and DKK 400,000, as well as grants being paid out over several years, it is recommended that an audit is conducted in the country of cooperation.

Accordingly, before the intervention begins, it is important that the Danish organisation's auditor is able to approve the local auditor, who must adhere to international standards and good public auditing practices.

Weighted average exchange rate

At the time of the final accounts, the conversion of accounting conducted in non-Danish currency must take place at the rate at which the disbursements have been exchanged, using the so-called weighted average exchange rate. This key figure is calculated by listing all financial transfers from Denmark to the recipient country throughout the intervention. The total amount transferred in Danish kroner (DKK) is then divided by the total amount received in local currency, thus arriving at the weighted average

exchange rate.

Transfer document

If equipment, stock, fixtures etc. are donated to partners or authorities in the developing country of cooperation after completion of the intervention, it is required to draw up a transfer document, in which the recipient acknowledges receipt. If the price of an individual grant-financed investment to be transferred exceeds the tax authorities' definition of a minor acquisition (currently about DKK 13,800), it is obligatory to attach a signed transfer document to the audited final accounts. A transfer document format is available on CISU's website.

Unspent funds and interest

Earned interest must be separately entered as income and repaid to CISU when the intervention has been completed. This applies to interest accrued both in Denmark and in the country of the local partner. Accordingly, interest earnings must not be spent on activities. Interest costs in Denmark can be covered by the budget margin, while unspent parts of the grant as well as interest accrued in Denmark and in the developing country must be repaid in connection with submission of final accounts to CISU by depositing into the following bank accounts:

Civil Society Fund: Jyske Bank, sort code 5078, account number 1159814.

Eastern Neighbourhood Civil Society Fund: Jyske Bank, sort code 5078, account number 1180992.

Fund for Climate and Environment: Arbejdernes Landsbank, sort code 5381, account number 0589690.

6.6. External evaluation

For grants above DKK 2 million, an external evaluation of the intervention is required. The external evaluation report is sent along with the final report to puljer@cisu.dk no later than six months after the intervention has been completed.

The evaluation must comply with Danida's minimum requirements as quoted here¹:

- Be independent: the evaluation must be conducted by an external, independent person. Thus, support cannot be given for evaluations where the organisation's employees, members or others involved in the activities conduct the evaluation.
- Contain considerations relating to the DA+C's evaluation criteria: relevance of the activity's objective, efficiency of resources in relation to result, effectiveness in relation to meeting goals, the direct and indirect impact of the activities and the sustainability of the activities. It will not be

¹ The quote is from "General Principles Governing Support to Development Activities Implemented by Danish Civil Society Organisations". The latest version in Danish is from January 2016, but the latest version in English (which sets out exactly the same minimum requirements) is from 2011 and [available here](#).

relevant in all cases to include all the criteria. However, it is important that the organisation makes it clear why certain criteria have been included while others have not.

- Be publicly available on the Danish organisation's website. Moreover, the organisation must submit the evaluation to the Ministry of Foreign Affairs when the evaluation is made available on the website.

7. REPORTING OF PROBLEMS AND IRREGULARITIES

The governing body of the Danish organisation is duty-bound to immediately (i.e. no later than 14 days after the incident) to notify CISU:

- If significant difficulties arise in the implementation of the intervention, including problems regarding compliance with the budget approved.
- If significant problems arise in the organisation's relationship with the authorities in the developing country of cooperation, the partner or expatriate staff.
- If there is well-founded suspicion or detection of theft, fraud, corruption, misuse or similar irregularities.

CISU's format for reporting of problems and irregularities must be used, and is available on CISU's website. The report must be submitted in writing, stating how you plan to solve and follow up the difficulties and/or irregularities observed. You are very welcome to contact CISU if an intervention runs into problems, enabling us to guide you in how to report the problems and how to pursue a solution.

Confirmed cases of irregularities will be published on CISU's website and will be reported to the Danish Ministry of Foreign Affairs.