Manual for ICI Projects:

**Templates for Project Management**

Version 8

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Ministry for Foreign Affairs

Finland

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ICI = Institutional Cooperation Instrument

A mechanism for the Ministry for Foreign Affairs of Finland to finance development cooperation projects where the Finnish government agency cooperates with developing country government agency in the field of capacity building and organisational development.

# **1. How to apply for an ICI Project**

## Annex 1.1. Project Concept Note

Expected length: 3 – 6 pages + annexes

|  |  |
| --- | --- |
| **Cover page** | * Title of the Proposed Project: The selected title of the project should describe the subject of the project and be clear and distinctive
* Proposed duration of the Project / Programme
* Date
* Submitted by (name of the partner country organisation) In cooperation with (name of the Finnish organisation)

Signature of an authorised representative of the Finnish organisation)(name) (title) (date) (Signature of an authorised representative of the partner organisation) (name) (title) (date) |
| **Table of contents** |  |
| **Abbreviations** |  |
| **Summary** | Maximum 1 page. Includes the description of the benefits for the partner country as concretely as possible. |
| **1. Context of the project** | Basic information about project partners, especially of the partner country agency (or the section/unit of the agency when applicable) – background and justification: * What is a defined role of the partner agency in the relevant national strategy?
* What are the key/prioritised capacity development needs in the partner agency (or the section/unit of the agency)? How are these needs identified? Are the gender issues and non-discrimination considered?
* How does the agency cooperate with other donor agencies? Are there other capacity development projects? What are their objectives?
* Who would benefit from the project? Who are the direct beneficiaries? Who are the final beneficiaries? Why are they important for the operation of the agency and for the delivery of the agency’s key functions?
* What capacities or added value does the Finnish organisation possess to respond to the needs?
* Rationale vis-à-vis Finnish development policies
* Project’s previous phases (if any) and lessons learnt
* Possible major risks the project may face?
 |
| **2. Tentative outcome(s) of the project** | * What change does the project intend to produce? The tentative project outcome should be formed into one sentence.
* How would the performance of the beneficiaries/partner agency change as a result of the planned cooperation?
* Is there a relation between the planned outcome of the project and partner agency’s capacity development plan/strategy (if one exists)?
 |
| **3. Preliminary outputs and activities** | * What kind of concrete outputs would be needed to accomplish the outcome?
* What kind of implementation strategies are needed to produce the outputs?
 |
| **4. Preliminary time schedule** | * Duration and implementation of the project (in years/months).
* The date when the implementation phase is expected to start.
 |
| **5. Estimated total costs** | * The total estimated amount needed for the project implementation from the MFA of Finland.
* The total estimated amount needed for project planning from the MFA of Finland.
 |
| **6. Other issues**  |  |
| **Annexes**  | * Strategy and Annual Plan of the partner agency (if available)
* Strategy and Annual Plan of the Finnish government agency,
* Financial Report of the partner agency (if available)
* Financial Report of the Finnish government agency (if available),
* Documentation on previous cooperation between the partner agency and the Finnish government agency.
* If funding for the proper project planning is applied, one annex should describe the following:

- An overview of the planning process - Issues/questions that need to be clarified - Strategy to make the planning as inclusive as possible - Participants of the planning process- Estimated total costs for the planning process |

## Annex 1.2. Project Document

Length: 10 – 20 pages + annexes

|  |  |
| --- | --- |
| **Cover page** | * Type of a document (Draft / Final Draft / Final Project Document)
* Title of Project: The selected title of the project should describe the subject of the project and be clear and distinctive. The project can also have a working name/abbreviation.
* Proposed duration of the Project / Programme
* Date
* Submitted by (name of the Finnish agency) In cooperation with (name of the partner agency)

Signature of an authorised representative of the Finnish agency)(name) (title) (date) (Signature of an authorised representative of the partner agency) (name) (title) (date) |
| **Table of contents** |  |
| **Abbreviations** |  |
| **1. Background**  | * The objectives and strategies of the partner organisation (or the section/unit when applicable). Its mandate, mission, ongoing projects, staffing, gender strategies etc.
* Major policy decisions and advancing policy processes which are relevant to the project.
* Description of the project’s previous phases (if any) and lessons learnt.
* Description of the key stakeholders and final beneficiaries.
* Are there other development projects ongoing in the partner agency? If yes, what activities are they funding?
* Are there related activities by Finland in the same sector?
* What general factors may help cooperation or may cause risks for the coopeation?
 |
| **2. The expected results and activities** | * Define the ***outcome*** statement: One sentence which would describe the changed situation as a result of this project.
* Define concrete services and products (***outputs*** of the project) to be delivered to achieve the project outcome.
* Indicators to track achievement of the outcome and outputs
* How gender equality, non-discrimination and climate resilience and low emission development (i.e. crosscutting objectives, whenever relevant) are integrated in the results framework of the project?
* Describe the risk assessment and risk mitigation measures.
* Describe the types of activities or strategies that are to be implemented to produce the results.
 |
| **3. Justification for the scope of the project** | * Define the scope/coverage and the limitations of the project in broad terms. What is included and what is left out.
* Geographical or other physical scope of the project.
* What are their organisational capacities and personal capacities in the partner agency like? What are their specific interests towards the project? What kind of capacities and resources they wish to improve?
* How is the gender equality and non-discrimination taken into consideration? What is the situation like in relation to climate resilience like? What development needs have been identified?
* If the project is a part of a larger programme, the relationship has to be clearly described.
* Complementarity to other activities and development projects of the partner agency.
* How it can be ensured that the project is at least human rights sensitive?
* Justification of the project in relation to Finnish development policy (including Finnish country level policy and actions).
 |
| **4. Approach and strategy** | * How strong is the basis for the mutual trust developed at the beginning of the project? How trust and mutual cooperation can be enhanced?
* What methods are used to build an effective working relationship?
* What methods of organizational development and capacity building are used?
* What kind of equipment needs to be procured? What kind of services need to be procured?
* How are the principles of Human Rights Based Approach applied in the project approach? What evidence do you have to verify that the project is at least human rights sensitive?
* How to ensure the integration of cross-cutting objectives in the project approach?
 |
| **5. Work Plan (or Activities)** | * Main activities to be completed. Their allocation to different years.
* Is the flow of the activities rational? Is the schedule realistic?
* Detailed workplan can be updated during the inception period.

  |
| **6. Institutional framework and project management**   | * Management and decision-making structures and arrangements.
* The names of the key personnel in both agencies and their leadership and/or capacity-building functions.
* The responsibilities of the two parties.
* Key task of the Project Board. The names of the members of the Project Board, if available. Tentative schedule for the Board meetings.
* The results-based planning, budgeting, monitoring and reporting mechanisms and schedules.
* The self-assessment measures to be implemented.
* The auditing arrangements.
* Mechanisms to publish results within the government agencies and for the wider audiences.
 |
| **7. Inputs and budget**  | * Human and material resources needed for project implementation.
* Role of each partner for providing the resources.
* How much partner country resources will be needed to implement the activities? Specify the commitments in terms of staff, backstopping services, office facilities, transport.
* Budget summary: budget breakdown by four main categories (capacity building, fixed assets, administrative and technical costs of the partner agency and contingency) and by year.
* For the tentative breakdown of overall costs in detailed budget, use the budget form. Detailed budget can be revised during the inception period (first months of the programme).
* Separate the partner country national funding and the MFA Finland funding.
 |
| **8. Sustainability, risks and mitigation measures**  | * Assess the sustainability of the proposed cooperation. Is the scope and extent of the activities appropriate? Will the partner agency have sufficient skills and resources after the project to continue the capacity development that has been started without any further external support?
* Analyse any possible risks that might affect the materialization of the expected results and related mitigation measures and safeguards (using the risk assessment matrix); mechanisms to monitor the realisation of risks.
 |
| **Annexes** | * Results framework (if not included in chapter 3)
* Risk matrix (if not included in chapter 3)
* Indicative overall work plan for the project duration
* Budget summary: budget breakdown by four main categories (capacity building, fixed assets, administrative and technical costs of the partner agency and contingency) and by year.
* Tentative detailed budget (to be revised in the beginning of the project)
* CVs of key personnel with leadership and/or capacity development functions (preferably also from the partner organisation)
* Draft MOU
* Other relevant documents (e.g. partner organization strategies, sector policies)
 |

## Annex 1.3. Results Based Management (RBM) framework

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Expected result** | **Indicator** | **Baseline value (may be defined during the inception phase)** | **Indicator value in the end (may be defined during the inception phase)** | **How information on indicator will be gathered** |
| Impact: … |  |  |  |  |
| Outcome: … |  |  |  |  |
| Output 1: … |  |  |  |  |
| Output 2: … |  |  |  |  |
| Output 3: … |  |  |  |  |

For further guidance, see Results Based Management (RBM) in Finland’s Development Cooperation

<https://um.fi/documents/35732/48132/results_based_management__rbm__in_finland_s_development_cooperation>

## Annex 1.4. Risk Assessment

The guidance is currently being updated.

## Annex 1.5. Project Budget

Project name:

Project budget, total (EUR):

Items under headings A should cover at least 70% of total costs.

Items A5 – A7 + B + C for partner country actors should cover at least 25% of total costs.

A maximum of 10 % of the budget may be reserved for contingency/unforeseen costs.

The budget should detail the per diems and travel costs to be paid to the partner country experts, and any procurement to be made in the partner country. Per diems for the partner country experts working in the partner country are paid according to the partner country regulations, for work and travel in Finland according to the Finnish travel regulations. The budget may include management and administrative costs to be paid to the partner country agency.

**Summary budget to be included in the Project document**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Budget lines** | **20XX** | **20XX** | **20XX** | **20XX** | **Total costs** |
|  |  |  |  |  |  |
| **A. Capacity building costs** |  |  |  |  |  |
| **B Administrative costs in partner agency** |  |  |  |  |  |
| **C Fixed assets** |  |  |  |  |  |
| **D Contingencies** |  |  |  |  |  |
| **Total costs** |  |  |  |  |  |

Partner agency commitments: Describe the partner agency commitments: Personnel, office facilities, etc. If possible, define the local inputs in euros.

**Tentative detailed budget to be annexed to the Project Document. Details can be updated during the inception phase.**

**MFA financing**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Budget lines** | **Costs per unit** | **Number of Units** | **Costs in 20XX** | **Costs in 20XX** | **Costs in 20XX** | **Costs in 20XX** | **Total costs** | **Comment/****Explanation** |
| ***Costs of the Finnish Agency*** |  |  |  |  |  |  |  |  |
| **A1. Assignment fees per Finnish government expert** |  |  |  |  |  |  |  |  |
| (Person/position) |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Subtotal A1** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **A2. Travel Costs** |  |  |  |  |  |  |  |  |
| (Person/position) |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Subtotal A2** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **A3. Accommodation** |  |  |  |  |  |  |  |  |
| (Person/position) |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Subtotal A3** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **A4. Per diem allowances for Finnish experts** |  |  |  |  |  |  |  |  |
| (Person/position) |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Subtotal A4** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| ***Costs of Partner Country Agency*** |  |  |  |  |  |  |  |  |
| **A5. Travel costs** |  |  |  |  |  |  |  |  |
| (Person/position) |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Subtotal A5**  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **A6. Accommodation** |  |  |  |  |  |  |  |  |
| (Person/position) |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Subtotal A6** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **A7. Per diem allowances for Partner country experts** |  |  |  |  |  |  |  |  |
| (Person/position) |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Subtotal A7** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| ***Other*** |  |  |  |  |  |  |  |  |
| **A8. Subcontracted work assignment (max 15%)** |  |  |  |  |  |  |  |  |
| (task) |  |  |  |  |  |  |  |  |
| (task) |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Subtotal A8** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **A9. Self-assessment /other evaluation costs** |  |  |  |  |  |  |  |  |
| (item, e.g. facilitation) |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Subtotal A9** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **SUBTOTAL A 1-9** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **B. Administrative costs in partner country** |  |  |  |  |  |  |  |  |
| (Expense category 1) |  |  |  |  |  |  |  |  |
| (Expense category 2) |  |  |  |  |  |  |  |  |
| Self-assessment admin. costs |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Subtotal B** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **C. Fixed assets** |  |  |  |  |  |  |  |  |
| (item) |  |  |  |  |  |  |  |  |
| (item) |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Subtotal C** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **D. Contingency costs (max 10%)** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Subtotal D** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **TOTAL PROJECT COSTS (Euros)** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| Costs A5-A7+B+C  |  |  |  |  |  |  |  |  |

**Partner agency commitments**

Describe the partner agency commitments: Personnel, office facilities, etc. If possible, define the local inputs in euros.

## Annex 1.6. Tentative list of activities

**If activities are already identified, they can be listed. The list can be updated during the inception phase of the implementation.**

|  |  |
| --- | --- |
| **Outputs and main activities** | **Activities per year: specified or ticked (x)** |
| **Year 1** | **Year 2** | **Year 3** | **Year 4** |
| **Inception phase:** |  |  |  |  |
| Activity xx |  |  |  |  |
| Activity xx |  |  |  |  |
|  |  |  |  |  |
| **Project implementation:** |  |  |  |  |
| Output 1 xx |  |  |  |  |
| Activity xx |  |  |  |  |
| Activity xx |  |  |  |  |
| Activity xx |  |  |  |  |
| Output 2 xx |  |  |  |  |
| Activity xx |  |  |  |  |
| Activity xx |  |  |  |  |
| Activity xx |  |  |  |  |
|  |  |  |  |  |
| **Project management actions** |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
| **Self-assessments/reviews** |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

## Annex 1.7. CV of the key personnel

**Date:**

**Minimum information required** of key personnel as a supplement to the Project Document.

For Finnish personnel, experience is deemed to indicate seniority, in case a replacement is required.

Alternative CV forms can be used if they include relevant information.

|  |  |
| --- | --- |
| **Family name:**  |  |
| **First names:** |  |
| **Date of birth:** |  |
| **Contact details:** **address:****telephone:****e-mail:** |  |

**A. EDUCATION** (Excluding short term and non-relevant education)

|  |  |  |  |
| --- | --- | --- | --- |
| **Educational institution** | **Duration of studies****(start – graduation)** | **Degree completed** | **Main Subjects** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

**B. LANGUAGE ABILITIES**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  **Language** | **Native language** | **Basic level** **1 or 2** | **Intermediate level 3 or 4** | **Advanced level 5 or 6** |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

**C. NUMBER OF YEARS OF PROFESSIONAL EXPERIENCE**

**\_\_\_\_\_ Years**

**D. CURRENT POSITION**

|  |  |  |
| --- | --- | --- |
| **Years (from-to)** | **Position** | **Company / Agency** |
|  |  |  |

**E. RELEVANT PREVIOUS PROFESSIONAL EXPERIENCE**

|  |  |  |
| --- | --- | --- |
| **Years (from-to)** | **Position** | **Company / Agency** |
|  |  |  |
|  |  |  |
|  |  |  |

**F. OTHER RELEVANT INFORMATION**

## Annex 1.8. Template for Memorandum of Understanding

**Template for MoU between Finnish and development country agencies**

***(This is a tentative model for the MoU. It can be modified to suit to any country context. The phrases in square brackets should be replaced with relevant wording.)***

**Memorandum of Understanding ("MoU")**

**between**

**[*name of the developing country partner agency*] (hereinafter "[*Abbreviation A*]") in [*partner country*]**

**and**

**[name of the Finnish partner agency] (hereinafter "[*Abbreviation B*]") from Finland**

**regarding the**

**[*Project name*] (hereinafter the Project)**

The Ministry for Foreign Affairs of Finland has assigned a public sector organisation [Abbreviation B] as the responsible agency to manage the Finnish share of the project financing. The assignment is based on contractual arrangements and a Project Document, including a budget and the CVs of the key personnel (annex 1).

The general terms for development cooperation between Finland and [partner country], as specified in (reference to name of the bilateral agreement or framework agreement, dated), shall be applied.

[this clause to be included if bilateral agreement exists and can be referred to]

**1. COMMITMENTS OF [**Abbreviation A]

Provision of all necessary support for implementation of the Project, including encouragement of other partners to participate in its implementation;

Implementation of the Project as set forth in the Project Document (see Annex 2).

Coordination of Project implementation with the [Abbreviation B]

Ensuring sufficient human resources for the implementation of the project as described in the project document;

Incorporation of the financial resources needed for Project implementation in its institutional budget;

Monitoring of the progress of the Project with [Abbreviation B]; and

Preparation of Project implementation progress reports with [Abbreviation B] and their submission to the MFA of Finland.

**2. COMMITMENTS OF** [Abbreviation B]

Provision of all necessary support for the Project implementation, including encouragement of other partners to take part in its implementation;

Assurance that any goods acquired within the Project framework are procured based on Finnish Procurement legislation;

Implementation of the Project as set forth in the Project Document (see Annex 1).

Coordination of Project implementation with the [Abbreviation A]

Allocating personnel to work in the Project;

Monitoring of the progress of the Project established and coordinated by the Project Board;

Incorporation of the financial resources needed for Project implementation in its budget; and

Preparation of Project implementation progress reports with [Abbreviation A] and their submission to the MFA of Finland.

**3. ADMINISTRATION, FOLLOW-UP AND MONITORING**

A Project Board will be set up for the Project management and monitoring. It is coordinated by [Abbreviation A] and [Abbreviation B]. It will meet [how many times/how often] during the Project duration. The Project Board representatives are the following [names/institutions, alternates if appropriate].

The Project Board will receive Project follow-up and progress reports, decide on possible changes in the budget within its assignment, approve annual plans of operation and budgets. The PB will also approve the project completion report.

The Project monitoring and evaluation mechanisms will be decided in the Project Board. The Project may be subjected to monitoring by the MFA of Finland.

Project implementation is governed by the principles and rules set forth in [*Partner country legislation*] regarding the staff of [Abbreviation A] and Finnish legislation regarding the staff of [Abbreviation B]. The other personnel needed for the implementation of the Project is procured observing the provisions of Finnish procurement legislation.

The management of the Project funds will comply with the professionally accepted bookkeeping rules and practices. the participants ensure that no illegal or corrupt practices relate to the use of the Project funds. All possible corruption cases need to be reported to the relevant authorities.

**4. FINANCIAL MANAGEMENT**

[Abbreviation B] is responsible for the financial management of the project. [Abbreviation B] is represented by [*B person's name*1] or [*B person's name*2) in signing for the costs caused by the Project implementation. The Project account numbers and details are disclosed in the Project report.

The Project account and Project operations may be subjected to an independent audit when requested by the MFA of Finland.

**5. MODIFICATIONS**

Any modification of the terms contained in this MoU will be effective only if decided upon in writing between the [Abbreviation A] and the [Abbreviation B] in consultation with the Ministry for Foreign Affairs of Finland.

**6. RESOLUTION OF DISPUTES**

In case of any dispute between signatories regarding the interpretation, application or implementation of this MoU, they will consult each other in order to reach a harmonious solution without prejudice to what is established in the existing bilateral agreements between the Government of [*partner country*] and the Government of Finland.

**7. DURATION**

The MoU is effective from (date] to [date]. This MoU is non-legally binding and will enter into effect upon signature by the participants named below. However the MoU is effective only after the signature of the service assignment between the Finnish agency and the Ministry for Foreign Affairs of Finland.

In witness whereof, we hereby sign four identical copies of this MoU in the city of [*town*], [*country*] on the \_\_\_\_ day of the month of \_\_\_\_\_\_\_\_\_\_ of the year.

|  |  |  |
| --- | --- | --- |
| **For** [Abbreviation A]:[full name]Position |  | **For** [Abbreviation B]:[*full name*][*position*  |
|  |  |  |

## Annex 1.9. ICI Project Document Quality Check-list of the Facilitation Consultant

|  |  |  |
| --- | --- | --- |
| **“Normative” requirements** | **YES** | **NO** |
| Is the project document in line with the general structure defined in the ICI manual? |  |  |
| Is the project document signed by representatives of both agencies? |  |  |
| Is the budget presented by outputs and calendar years? |  |  |
| Are the CVs of the key experts included? |  |  |
| Is a draft MOU annexed? |  |  |

|  |  |
| --- | --- |
| **Qualitative requirements** | **Comments** |
| **About the need of the project** |
| Is the mandate of the partner agency defined? |  |
| Is the relevant department/unit in the partner agency identified with defined role and mandate? |  |
| Is it clear what the project produces and who uses the “product”?  |  |
| Are the needs of the partner agency identified and well described? Is the project owned by the partner organisation? |  |
| Is there/has there been other support? |  |
| Is the selection of direct and indirect beneficiaries justified? Are the direct beneficiaries important for the operations of the agency and for the delivery of the agency’s key functions? |  |
| Does the Finnish organisation possess the capacity and resources required to respond to the needs? |  |
| Is the project in line with the Finnish development policy? Is this clearly described in the document? |  |
| Is the project in line with the Human Rights Based Approach of the Finnish Development Policy?  |  |
| A**bout the results (impact, outcome and outputs) and activities** |
| Are the intended impact and project outcome clearly defined and suitable for a ICI project? Are indicators defined and presented? |  |
| Are the outputs defined? Are there indicators for each output? Is the result chain of the project presented? |  |
| Is the Result framework showing the relations between project impact, outcome, outputs, activities and inputs? |  |
| Are the activities and resources sufficient for achieving the results? Are concrete services and products that the project could produce and deliver to the project beneficiaries defined? |  |
| What has been the role of the partner agency in defining the results and activities? Is the role of partner agency experts defined / explained in the project document?  |  |
| **About approach to capacity building** |
| Is there a capacity development plan in the partner country organisation to which the project is linked? |  |
| Is the capacity building of the project based on clear and diverse methods? Does the project have plans to monitor the actual learning processes? Is the capacity building going to serve the institution and not only individuals? Does the capacity building support the wider organisational development of the partner organisation? How?  |  |
| Is the Human Resources expert (if any) of the Finnish organization involved in the planning and implementation of the project? Local HR expert? |  |
| **Human Rights Based Approach** |
| Is the Human Rights situation in the partner country sector /partner institutution analysed and discussed? |  |
| Are the relevant measures to promote human rights included, if feasible? |  |
| Have the possible risks of compromising human rights been discussed and included in the risk matrix? |  |
| Is the project Human Rights sensitive? Justification included.  |  |
| **About cross-cutting objectives** |
| Is the role of the cross-cutting objectives in the project analysed and discussed?  |  |
| Are the relevant cross-cutting objectives incorporated into the project design and activities? |  |
| **Development cooperation effectiveness** |
| Does the partner organisation show ownership of the project? Does the partner organisation have enough resources to implement the project? Is the commitment of the partner in terms of staff, backstopping services, office facilities etc. defined? |  |
| Does the project support the implementation of the relevant sector strategies of the partner country? |  |
| Is cooperation with possible other projects of the partner included in the project document? Overlapping areas defined? |  |
| Is there any plans for transparent information sharing on the results of the project? |  |
| **About sustainability and perceived risks** |
| Is the sustainability of the project assessed? How is the project ensuring that the gained knowledge and experiences is taken into practice after the project? |  |
| Are the external risks and possible measures identified and analysed using the risk assessment? Are mitigation measures presented? |  |
| **About project timetable and management** |
| Is the timetable realistic? |  |
| Are the project decision making, planning, monitoring and reporting mechanisms described? |  |
| Are the roles and responsibilities of the participating organisations clearly defined?  |  |
| **About the budget** |
| Are all costs in the budget explained and justified in the project document? |  |
| Are the capacity building costs under headings A over 70 % of the total budget? |  |
| Are the costs of items A5 – A7 + B + C over 25% of the total budget? |  |
| Are the expert days justified? |  |
| Are the expert fees presented per named persons. |  |
| Is there any subcontracting? Is it well justified? Is the amount budgeted minor (max. 15 % )? |  |
| Is there procurement of external services/works etc.? Are they described in the project document? |  |
| Are the admin/technical costs of the partner agency justified? |  |
| Are there fixed assets? Who will keep them when the project is over? |  |
| Is contingency below 10%? |  |

## Annex 1.10. Brochure on services provided by the Facilitation Consultant

**ICI Facilitation Consultant – supporting Finnish agencies in inter-institutional development cooperation**

As a result of a competitive tendering, organised by the Ministry for Foreign Affairs of Finland (MFA), FCG International Ltd was chosen as the ICI facilitation consultant (service provider) supporting the MFA and Finnish government agencies in planning and implementation of the inter-institutional development cooperation.

The service provider's main responsibility is to ensure that all the needed documents meet the set requirements. It must also support the Finnish agencies in the preparation, implementation and monitoring of the project as well as in the drafting of all the necessary documents.

The FCG has engaged three development cooperation and project management experts to support the Finnish governmental agencies in their inter-institutional cooperation. The consultants will review and comment the preparation of the project document and plans and reports needed for the implementation of ICI projects and give recommendations concerning them. Their mandate does not include any decision-making and their services are free and based on a request from the Finnish agencies, which are in charge of all contacts and communication with the partner country agency.

***The services of the ICI consultants are available after the MFA has studied the ICI project proposal and agreed that the preparation of a full Project Document can be started.***

The consultants will support the Finnish agency in the phases of the project cycle from the Project Document preparation to the monitoring of the project implementation and reporting.

Each ICI project will have a nominated ICI consultant to support the planning and implementation of the project.

The Facilitation Consultant will:

* Help prepare and finalise the Project Document to ensure that:
1. the Project Document meets the requirements set by the MFA;
2. the project responds to the needs of the partner country agency;
3. the set objective, expected results and activities are coherent and properly resourced;
4. the project administration, responsibilities of partners as well as consultation and decision-making mechanisms have been clearly defined and agreed upon;
5. possible risks have been analysed and the respective counter-measures to avoid the materialisation of the risks have been identified.
* Review and comment on all project documents before their submission to the MFA. Only project documents endorsed by the facilitation consultant will be considered in the MFA for financing.
* Support and advise the Finnish agency during **the start-up phase** e.g. in preparing the TOR for the mission and setting up the administrative system for the project.
* Help in **reporting** and **support the implementation of the programme** as needed. All reports to the MFA will go via the ICI consultant, who reviews the reports and gives feedback and recommendations to the Finnish agency. In case a report does not meet the requirements, the ICI consultant must first notify the Finnish agency and ask it to make revisions. If this does not lead to improvements, the Consultant has to inform the MFA about the issue in question.

The ICI consultant will also monitor the financial reports of the Finnish agency. The main responsibility in this respect is to ensure that the funds have been used for the planned purposes according to the project budget and that the utilisation of funds follows the existing financial guidelines.

In addition, the Facilitation Consultant will inform about the objectives and procedures of the ICI as well as based on request from MFA organise training for Finnish government agencies in project planning and management and in capacity development in the developing countries.

**Contacts:**

**FCG International Ltd**

ICI Facilitation Consultants

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For further information in MFA website see

<https://um.fi/rahoitus-valtion-laitosten-kehitysyhteistyohon>

# **2. MFA Approval Process**

## Annex 2.1. Template for Assignment Contract

**ASSINGMENT CONTRACT BETWEEN THE MFA AND THE FINNISH AGENCY**

(This is a template for the assignment/contract, available in ASKI intranet system only for MFA

**ASSIGNMENT TO PROVIDE SERVICES FOR GOVERNMENT AUTHORITIES/ AGENCIES**

**PART I**

Intervention Code of the Project:

Title:

Authority/Agency:

The Assignment comprises, as specified in the Project Document/

Terms of Reference, the following services:

The services shall be carried out in Finland and in the following

Recipient Country/Countries:

Within the period of:

The services shall be carried out in accordance with the following

Agreements concluded between the Governments of Finland and      (the Recipient Government):

The Authority/Agency shall submit to the Ministry for Foreign Affairs

of Finland (the Ministry) the following reports:

The Budget, subject to annual parliamentary approval, for

the services of the Authority/Agency is a maximum of      euros (euro     )

In addition to the Standard Terms and Procedures, attached hereto as

PART II, the following special conditions shall be applied:

The following Appendices form an integral part of this

Assignment:

Terms of Reference

Project Document

Budget

Timetable

List of Personnel

Other

Communications:

The Ministry:

The Authority/Agency:

Entry into force and validity of the assignment:

[ ]  This Assignment shall enter into force upon signature by the Ministry and the Authority/Agency and remain valid, subject to the provisions of Part II, until all the obligations hereunder have been duly fulfilled by both Parties.

[ ]  This Assignment shall enter into force and remain valid as provided hereunder:

Place and Date:

Signatures:

On behalf of the Ministry On behalf of the Authority/Agency

**PART II**

**STANDARD TERMS AND PROCEDURES TO BE APPLIED IN THE PARTICIPATION**

**OF GOVERNMENTAL AUTHORITIES/AGENCIES IN DEVELOPMENT CO‑OPERATION**

In accordance with the act and decree on the participation of governmental authorities and agencies in development co‑operation (Laki ja asetus valtion virastojen ja laitosten osallistumisesta kehitysyhteistyöhön, 382/1989, as amended by 623/1999, 383/1989, and 506/1997), the following standard terms and procedures shall be applied to an assignment

Moreover, in regard to the Authority's/Agency's personnel, performing tasks abroad / seconded personnel, the "general regulations on the service relationship of personnel appointed for development co-operation assignments", approved by the Government on 9 December 1993, as well as the supplementary regulations, given by the Ministry for Foreign Affairs of Finland on 29 December 1993, shall be applied.

**1. Scope and extent of services**

1.1. The scope and extent of services are specified in the Project Document and/or Terms of Reference in respect of a project and in subsequent further instructions on their application given by the Ministry. Services include, without explicit reference, also other tasks, measures or activities required for the implementation of an Assignment as implied by generally accepted professional standards, practices or customs.

1.2. The Authority/Agency carries out the services in accordance with the inter‑governmental agreements applicable to the project concluded between the Governments of Finland and the recipient country. The services are carried out in close co‑operation with the recipient Government.

1.3. The Ministry is entitled to make modifications or amendments to the scope of the Assignment without, by so doing, changing the character or the purpose of the services. If a modification or an amendment widens or narrows the scope of the services, the total budget will be adjusted and the assignment period revised accordingly. All modifications or amendments will be made in writing and with the consent of the Recipient Government.

1.4. The Authority/Agency is entitled to make minor modifications or alterations to the scope of the Assignment in case they are necessary for an effective and successful implementation of the services. Any such modification or alteration will, however, be done within the limits of the budget and with the consent of the recipient Government. Modifications or alterations which cannot be considered as minor in character will be made in writing and are always subject to the Ministry's acceptance.

**2. Procurement of outside resources and goods**

2.1. In case procurement of goods and services for the Project is included in the Assignment, the procurement shall be performed within the limits of the budget and in accordance with the Assignment. Procurement is governed by the rules and regulations pertaining to governmental procurements in Finland and any further instructions given in each case by the Ministry.

2.2. To carry out the Assignment or a part thereof the Authority/Agency may procure outside services by contracting companies and employing personnel. The Ministry's prior written approval in respect of the procurement procedures as well as the terms of the contract or employment is required. The Authority/Agency is bound by the Ministry's instructions and guidelines and any relevant terms and procedures applied within the framework of Finnish development co‑operation in respect of utilizing outside resources.

2.3. Notwithstanding the Ministry's approval of subcontracting or outsourcing, the Authority/Agency is not relieved of any obligations under the Assignment. The Authority/Agency ensures that all applicable provisions of the Assignment also apply to the companies and the personnel.

2.4. When goods and services are procured for the Project, a clause on the possibility of the tender being rejected and the contract being cancelled shall be included in the invitation to tender and procurement contract by the Authority/Agency respectively, in case any illegal or corrupt practices are connected with the award or execution of the contract. Moreover, the supplier shall, in case of cancellation of the contract, compensate the damage or loss caused to the Ministry.

2.5. The company that is contracted to carry out the services or the personnel employed by the Authority/Agency shall have experience and suitable qualifications for carrying out the services. The Authority/Agency shall apply adequate methods and criteria for ascertaining the qualifications of the company or the personnel. The Authority/Agency furnishes the Ministry, at request, with all relevant information on the companies or the personnel prior to the conclusion of a contract. The Ministry has the possibility to participate in the selection of the companies or the personnel.

2.6. The companies and the personnel shall at all times be acceptable to the Ministry. Should a member of the personnel fail to perform his/her duties or otherwise be found unsuitable for carrying out his/her tasks, the Authority/Agency will, in accordance with the above-mentioned Act and Decree and, at the request of or in consultation with the Ministry, replace the person without delay by another person.

2.7. The Authority/Agency supervises that the companies and personnel carry out the tasks assigned to them in accordance with the Assignment. The Authority/Agency may make minor adjustments to the periods and scope of the service of the company or the personnel in case they are necessary in order to ensure an efficient performance of the services. The Ministry will be kept informed of the adjustments.

2.8. All adjustments to the period and scope of the service of the company or to the personnel that might cause financial commitments beyond the limits set forth in the Budget as well as other but minor adjustments mentioned in the previous paragraph are subject to prior written approval of the Ministry.

2.9. The Authority/Agency ensures that the companies and the personnel that are engaged in the Assignment observe the laws and respect the customs prevailing in the recipient country during their stay therein.

2.10. The Ministry agrees with the recipient Government about the status of the companies and the personnel in the recipient country, the assistance and the provision of all required supplies, services, data and information by the recipient Government to the Authority/Agency or the companies and personnel. If this input by the recipient Government is not forthcoming, the Authority/Agency informs the Ministry thereof and continues to carry out the services to the extent possible and acceptable to the recipient Government. The Ministry, for its part, endeavors to agree with the recipient Government about the measures to be taken to ensure that the Authority/Agency may carry on with the services.

2.11. Unless otherwise instructed by the Ministry, the vehicles, equipment and materials, which are purchased by the Authority/Agency for the implementation of the Project in the recipient country, using the funds provided by the Ministry, are deemed to become the property of the recipient Government at the time specified in the inter‑governmental agreements applicable to the Project or, unless otherwise provided in the Assignment, at the completion of the services.

2.12. The Authority/Agency makes all the necessary arrangements to ensure that the vehicles, equipment and materials referred to above are properly maintained, stored, repaired and, in accordance with the government insurance policy, insured. The Authority/Agency keeps appropriate records of the vehicles, equipment and materials and submits an inventory thereon to the Ministry and the recipient Government at the completion of the services as well as at any other time if so requested.

**3. Reporting**

3.1. The Ministry and the Authority/Agency promptly inform each other of any event or situation which might affect the carrying out of the services or which may necessitate a modification or an alteration with an effect on the scope, character or execution of the services, on the budget or on other aspects of the Assignment. The information will be communicated in writing, giving a full account of the relevant reasons for and causes of such an event or a situation and proposing any necessary changes, adjustments or other measures to be taken.

3.2. The Authority/Agency submits periodic reports to the Ministry and the Recipient Government in accordance with the instructions given by the Ministry. Such reports contain information about the work performed, the difficulties encountered or foreseen as well as any modifications made or suggested to be made to the Services. The reports further include a financial statement describing expenditures incurred by the Authority/Agency as well as cost estimates for future expenditures under the Budget items.

3.3. The final report will be prepared in accordance with the instructions given by the Ministry. The report includes a description of the methods used in carrying out the Services, a financial statement of the use of the funds provided by the Ministry as well as the main findings and recommendations of the Authority/Agency. Unless otherwise instructed by the Ministry, the final report will be submitted to the Ministry and the Recipient Country within three months of the completion of the Services.

3.4. Depending on the nature of the Services, the Authority/Agency will, at the request of the Ministry, prepare and submit to the Ministry also other reports, such as reports on supervision, monitoring and evaluation of the Services, and any other documentation or material to be used by the Ministry for public information or dissemination purposes.

3.5. All reports and other documents, such as films and videos, shall bear an acknowledgement that the Project concerned has been implemented with the financial contribution of the Ministry and within the framework of Finnish development co‑operation. All reports and any other documentation in respect of the Assignment to be submitted to the Ministry and the Recipient Government will be prepared in English, unless otherwise instructed by the Ministry.

**4. Reimbursement of costs**

4.1. The Budget for the Project consists of items indicating the maximum amounts in euros within the limits of which the Ministry will be charged of the verifiable and acceptable costs caused to the Authority/Agency from the carrying out of the Services. The Ministry's commitment to make payments in accordance with the Budget is conditional upon / contingent on an annual approval of the State Budget by the Finnish Parliament.

4.2. The Authority/Agency shall follow the instructions given by the Ministry in respect of invoicing. Unless otherwise provided therein, the Authority/Agency shall submit an invoice to the Ministry for each payment, with the relevant information regarding the Project, the nature of the disbursement and the breakdown of the invoice in accordance with the Ministry's coding and with references to the vouchers in the accounts of the Authority/Agency.

4.3. The invoices may, within the limits of the Budget, be settled by the Authority/Agency only in respect of expenses reasonable and necessary for the carrying out of the Services in accordance with the Act on Criteria for Charges Payable to the State (150/1992).

4.4. In case the Authority/Agency has incurred expenses in other currencies than euros, the amount will be converted into euros at the official selling rate of the currency valid in Helsinki at the date when the currency was purchased or, if such official rate does not exist, at the rate derived from the local official selling rate of a convertible currency.

4.5. To monitor the utilization of the project Budget in accordance with the project plan and schedule, the Authority/Agency submits to the Ministry periodically aggregated financial reports and future cost estimates of the project and, in case of any deviations from the scheduled Budget utilization plan, the reasons for them.

4.6. The Ministry has access to all the books and records and accounting material kept for the Project, including those on the costs accrued to the Authority/Agency from carrying out the Services. The Ministry is entitled to corrections of errors discovered in connection with withdrawals or the inspection of the accounts and records.

**5. Special terms for research or organization of training or courses**

5.1. The Authority/Agency undertakes, at the request of the Ministry, to make any technical changes or adjustments to the research. Changes or adjustments pertaining to the substance thereof are separately agreed upon between the Ministry and the Authority/Agency. The research may, at the discretion of the Ministry, be published by the Ministry or by a publisher accepted by the Ministry. Any income from the publication of the research will, unless otherwise agreed between the Ministry and the Authority/Agency, be entered as income to the Ministry.

5.2. In case the research work includes information considered to be classified in the sense that it may not be disclosed to third parties, the Ministry may, after having informed the Authority/Agency thereof, delete such information from the research.

5.3. In case the Authority has, as a direct result of carrying out the Services, developed any invention, patentable or not, a report thereon will be submitted to the Ministry without delay. The Ministry has the right to the invention and will inform the Authority/Agency within a reasonable time whether it wishes to exercise this right. Any compensation due to the Authority/Agency is determined in accordance with the relevant laws and regulations in force in Finland.

5.4. In case the Ministry assigns the Authority/Agency to organize training, separate courses or seminars, each training session, course or seminar or a programme thereof is considered as a project requiring a particular assignment by the Ministry. The expenses arising from planning and administration of such projects as well as other expenses not directly accrued to the Authority/Agency from the arrangements are to be compensated only as an overhead or a charge included in the direct expenses arising from the training, course, seminar or programme concerned.

**6. Termination of the Assignment**

6.1. Should a situation or condition arise necessitating an amendment to or discontinuation of the Assignment, the Ministry may, subject to consultations with the Authority/Agency, amend or terminate the Assignment by a written notice to the Authority/Agency.

6.2. Upon receipt of the notice of termination of the Assignment, the Authority/Agency will take immediate steps to phase out the Services in an appropriate manner and to reduce or minimize any possible losses or costs. The direct and verifiable costs accrued to the Authority/Agency as a result of terminating the Services will be reimbursed by the Ministry as specified in paragraph 4 above.

**7. Other terms**

7.1. The Authority/Agency does not act as a representative of the Ministry or give the impression that it has been given such an authority. However, in order to carry out the Services in an efficient manner, the Authority/Agency maintains regular contacts with the authorities and organizations of the Recipient Country. The Ministry may authorize the Authority/Agency to negotiate and agree with a recipient authority or organization on measures connected with the implementation of the Assignment. In situations where the Authority/Agency requires the Ministry's authoritative support in applying the inter‑governmental agreements regarding the project or in any other practical matters towards the Recipient Government or local authorities, the local Finnish embassy acts as the representative of the Ministry.

7.2. In other respects the Act and Decree on the Participation of Governmental Authorities and Agencies in Development Co‑operation as well as other laws and regulations in force in Finland are applied to the Assignment.

## Annex 2.2. Template for Memorandum of Understanding

 Available in annex 1.8.

# **3. Implementation**

## Annex 3.1. Kick-off meeting agenda

PROJECT NAME

PROJECT KICK-OFF MEETING

Town, country, dates

|  |  |
| --- | --- |
| **Issue, Date & time** | **Agenda item** |
| **1 OVERALL PROJECT ISSUES** |
|  | **Welcoming addresses / Opening** |
|  | **Introduction of the Participants** |
|  | **Scope and Objectives of the Meeting** |
|  | **Introduction to the Project: Project Definition*** Result chain (outputs, outcome and impacts)
* Strategy and Scope
* Expected Main Activities
* Inputs
 |
|  | **Project implementation*** Approach
* Organization
* Budget
* Work plan
 |
|  | **Coordination with Other Projects/Partners and Role of Project Board** |
| **2 Project Implementation and Management Issues** |
|  | **Contractual matters*** Assignment Contract between the MFA and the Finnish Agency
* Memorandum of Understanding between the Finnish and Partner Country agency
 |
|  | **Financial Management of the Project*** Budgeting
* Financial Management - responsibilities
* Financial reporting
* Capacity building costs
* Costs of Partner Country Agency
* Travel regulations, per diems etc.
 |
|  | **Procurement*** Principles
* Procurement procedures: equipment & services
* Providers
 |
| **3 Project Planning, Monitoring, Evaluation and Reporting** |
|  | * **Monitoring roles and responsibilities**
	+ Roles of The Finnish and Partner Country Agencies
	+ Role of Project Management
	+ Role of the ICI Project Board
* **Result framework as a monitoring tool**
* **Annual Planning and Budgeting**
	+ Planning formats, schedules and responsibilities
* **Reporting**
	+ Reporting formats, schedules and responsibilities
* **Evaluation/Self-assessment**
 |
|  | **Any Other Issues** |
|  | **Closing** |

## Annex 3.2. Annual Work Plan

|  |  |
| --- | --- |
| **Cover page** | * Title of the project:
* Annual work plan for calendar year:

Period:* Prepared by;

<Finnish Agency, name of the person, contact information><Partner Agency, name of the person, contact information* Date and location
* Signature of the responsible person(s)

<name><place and date of the signature>* Approved by <project board/cooperating agencies>

Place and date |
| **0. Summary** | * Short overview of the project and the planning period in concern
* Key issues regarding the annual plan
 |
| **1. Outputs and indicators** | * Planned outputs and indicators for the period covered, based on the result framework
 |
| **2. Main activities during the year** | * Activities to be described concretely and linking them to expected outputs
* Any deviations from the original project document should be mentioned here.
* Activities time table as an annex
 |
| **3. Human Rights issues**  | * How HR issues will be dealt during the period
 |
| **4. Cross-cutting objectives** | * Describe how the cross-cutting objectives will be dealt with during the period
 |
| **5. Plan for expert working days** | * Working teams, expert working days, planned missions
 |
| **6. Planned purchase of equipment or services** | * Equipment or services, justification for purchase, estimated price
 |
| **4. Budget** | * Budget summary
* Main deviations from original project budget
 |
| **Annexes** | * Work plan (activities with time table)
* Annual budget
 |
|  |  |
| **Assessment presented by the ICI facilitation consultant** | Does the plan fulfil the requirements as specified in the agreement and ICI guidelines? Specific remarks: *Name and signature of the ICI consultant*Date and place |

## Annex 3.3. Annual Budget

Project name:

Project budget, EUR:

Year:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Budget lines** | **Costs per unit** | **Number of Units** | **Total costs in 20XX** | **Remarks / explanation** |
| ***Costs of the Finnish Agency*** |  |  |  |  |
| **A1. Assignment fees per Finnish government expert** |  |  |  |  |
| (Person/position) |  |  |  |  |
|  |  |  |  |  |
| **Subtotal A1** |  |  |  |  |
|  |  |  |  |  |
| **A2. Travel Costs** |  |  |  |  |
| (Person/position) |  |  |  |  |
|  |  |  |  |  |
| **Subtotal A2** |  |  |  |  |
|  |  |  |  |  |
| **A3. Accommodation** |  |  |  |  |
| (Person/position) |  |  |  |  |
|  |  |  |  |  |
| **Subtotal A3** |  |  |  |  |
|  |  |  |  |  |
| **A4. Per diem allowances for Finnish experts** |  |  |  |  |
| (Person/position) |  |  |  |  |
|  |  |  |  |  |
| **Subtotal A4** |  |  |  |  |
|  |  |  |  |  |
| ***Costs of Partner Country Agency*** |  |  |  |  |
| **A5. Travel costs** |  |  |  |  |
| (Person/position) |  |  |  |  |
|  |  |  |  |  |
| **Subtotal A5**  |  |  |  |  |
|  |  |  |  |  |
| **A6. Accommodation** |  |  |  |  |
| (Person/position) |  |  |  |  |
|  |  |  |  |  |
| **Subtotal A6** |  |  |  |  |
|  |  |  |  |  |
| **A7. Per diem allowances for Partner country experts** |  |  |  |  |
| (Person/position) |  |  |  |  |
|  |  |  |  |  |
| **Subtotal A7** |  |  |  |  |
|  |  |  |  |  |
| ***Other*** |  |  |  |  |
| **A8. Subcontracted work assignment (max 15 %)** |  |  |  |  |
| (task) |  |  |  |  |
| (task) |  |  |  |  |
|  |  |  |  |  |
| **Subtotal A8** |  |  |  |  |
|  |  |  |  |  |
| **A9. Self-assessment/other evaluation costs** |  |  |  |  |
| (item) |  |  |  |  |
|  |  |  |  |  |
| Subtotal A9 |  |  |  |  |
|  |  |  |  |  |
| **SUBTOTAL A 1-9** |  |  |  |  |
|  |  |  |  |  |
| **B. Administrative costs in partner country** |  |  |  |  |
| (expense category 1) |  |  |  |  |
| Self-assessment admin. costs |  |  |  |  |
|  |  |  |  |  |
| **Subtotal B** |  |  |  |  |
|  |  |  |  |  |
| **C. Fixed assets** |  |  |  |  |
| (item) |  |  |  |  |
| (item) |  |  |  |  |
|  |  |  |  |  |
| **Subtotal C** |  |  |  |  |
|  |  |  |  |  |
| **D. Contingency costs (max 10%)** |  |  |  |  |
|  |  |  |  |  |
| **Subtotal D** |  |  |  |  |
|  |  |  |  |  |
| **TOTAL PROJECT COSTS (Euros)** |  |  |  |  |
|  |  |  |  |  |
| Costs A5-A7+B+C |  |  |  |  |

Annual budget by outputs

|  |  |
| --- | --- |
| **Result areas** | **Costs in 20XX** |
| **Output 1** |  |
|  |  |
| **Output 2** |  |
|  |  |
| **Output 3** |  |
|  |  |
| **Output 4**  |  |
|  |  |
| **Contingencies** |  |
|  |  |
| **Total costs** |  |
|  |  |

## Annex 3.4. Terms of Reference for an Expert Mission

**(This is needed in case Annual Workplan does not provide adequate information in a manner which is easy to use by the partner country agency.)**

|  |  |
| --- | --- |
| **Cover page** | * Title of the project:
* Period:
* Prepared by;

<Finnish Agency, name of the person, contact information>* Place and date
* Approved by <project board/cooperating agencies>

Place and date |
| **1. Background** | * Why is this mission carried out?
* Previous activities linked to the mission.
 |
| **2. Anticipated results of the mission; main tasks and deliverables** | * Results linked to the project outcome and relevant output(s)
 |
| **3. Planned activities of the mission** | * Work plan / Activities
* Work method
* Meeting to be organized, people to be met
* Timetable
* Evaluation/ Self evaluation
 |
| **4. Expert(s)** | * Name(s) and main tasks of expert(s)
 |
| **5. Costs** | * Cost estimate for the mission
 |

## Annex 3.5. Expert Mission Report

**(Expert Mission Reports tend to be useful to staff both in the partner country agency and Finnish government agency.)**

|  |  |
| --- | --- |
| **Cover page** | * Title of the project:
* Period:
* Prepared by;

<Finnish Agency, name of the person, contact information>* Place and date
 |
| **1. Background** | * Why was this mission carried out?
* Summary of the mission
 |
| **2. Results of the mission** | * Achieved results linked to the project outcome and relevant output(s)
 |
| **3. Activities of the mission** | * Activities
* Work method
* Meeting organized, people met
 |
| **4. Main findings and recommendations** | * Findings
* Recommendations
* Next steps
 |
| **5. Expert(s)** | * Name(s) and main tasks of expert(s)
 |
| **Annexes** | E.g. the following (when available):* Programs of training activities
* Participants of training activities
* Training evaluations
 |

## Annex 3.6. Semi-Annual (every six months) Narrative Report with a Result Reporting Matrix

**Cover page**

|  |  |
| --- | --- |
|  | **Information for billing** |
| **Title of the project** |  |
| **Intervention code of the MFA** |  |
| **Report identification code of the Finnish agency if any** |  |
| **Date when project was started** |  |
| **Data when project is expected to end** |  |
| **Reporting period** |  |
| **Finnish Agency name** |  |
| **Billing amount in €** |  |
| **Person responsible for the report + contact information** |  |
| **Signature of the responsible person** |  |
| **Date and place** |  |
| **Desk officer in the MFA** |  |
| **Billing address in MFA** |  |

**Progress reporting**

|  |  |
| --- | --- |
| **0. Summary** | * Short overview of the period in concern.
* Key issues regarding the report.
 |
| **1. Outputs and indicators** | * Main outputs achieved during the period (analysed against the defined indicators)
* Progress towards achievement of the project outcome(s)
 |
| **2. Main activities**  | * Main activities carried out during the reporting period (following the classification of the project document or annual work plan
* Any deviations from the project document or annual plan, reasons for the deviations
 |
| **3. Capacity building methods** | * Main capacity building and twinning methods used
 |
| **4. Human rights based approach** | * How Has the project fulfilled ‘do no harm’ principle?
* Has is advanced some specific rights of the specific stakeholder?
 |
| **5. Cross-cutting objectives** | * Describe how the cross-cutting objectives have been dealt with during the period
 |
| **6. Expert working days** | * Completed working days by experts – summary
* Detailed description of working days (time sheets duly signed by the team leader/project manager are attached)
 |
| **7. Problems encountered & risks update** | * Problems encountered, if any
* Counter measures taken/to be taken
* Risks materialized / mitigation actions take / to be taken
* Suggested corrections on outputs and budget items.
 |
| **Annexes** | * Financial report
* Expert time sheets
* Results reporting matrix with columns: Expected result, progress achieved, comments
 |
|  |  |
| **Approval by the ICI Facilitation Consultant** | Does the report fulfill the requirements as specified in the agreement and general guidelines?SignatureDate and place*Name and signature of the ICI consultant*Date and place |

## Annex 3.7. Semi-Annual Financial Report

Project name:

Reporting period:

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Budget lines** | **Number of working days (A1)** | **Actual costs in reporting period** | **Annual budget****for 20XX** | **Balance for 20XX** | **Costs from the beginning of the project** | **Project budget 20XX-20XX** | **Balance total** | **Comments and explanations** |
| ***Costs of the Finnish Agency*** |  |  |  |  |  |  |  |  |
| **A1. Assignment fees per Finnish government expert** |  |  |  |  |  |  |  |  |
| (Person/position) |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Subtotal A1** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **A2. Travel Costs** |  |  |  |  |  |  |  |  |
| (Person/position) |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Subtotal A2** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **A3. Accommodation** |  |  |  |  |  |  |  |  |
| (Person/position) |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Subtotal A3** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **A4. Per diem allowances for Finnish experts** |  |  |  |  |  |  |  |  |
| (Person/position) |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Subtotal A4** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| ***Costs of Partner Country Agency*** |  |  |  |  |  |  |  |  |
| **A5. Travel costs** |  |  |  |  |  |  |  |  |
| (Person/position) |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Subtotal A5**  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **A6. Accommodation** |  |  |  |  |  |  |  |  |
| (Person/position) |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Subtotal A6** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **A7. Per diem allowances for Partner country experts** |  |  |  |  |  |  |  |  |
| (Person/position) |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Subtotal A7** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| ***Other*** |  |  |  |  |  |  |  |  |
| **A8. Subcontracted work assignment** |  |  |  |  |  |  |  |  |
| (task) |  |  |  |  |  |  |  |  |
| (task) |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Subtotal A8** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **A9. Self-assessment/other evaluation costs** |  |  |  |  |  |  |  |  |
| (item) |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Subtotal A9** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **SUBTOTAL A 1-9** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **B. Administrative costs in partner country** |  |  |  |  |  |  |  |  |
| (expense category 1) |  |  |  |  |  |  |  |  |
| Self-assessment admin. costs |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Subtotal B** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **C. Fixed assets** |  |  |  |  |  |  |  |  |
| (item) |  |  |  |  |  |  |  |  |
| (item) |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Subtotal C** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **D. Contingency costs (max 10%)** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **Subtotal D** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| **TOTAL PROJECT COSTS, (Euros)** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| Costs A5-A7+B+C |  |  |  |  |  |  |  |  |

## Annex 3.8. Time Sheet for Finnish Experts

This relates only to Finnish government agency. It is most useful to use the regular worktime monitoring sheet of the Finnish government agency.

## Annex 3.9. Project Completion Report

(Max. 5 pages + annexes)

|  |  |
| --- | --- |
| **Cover page** | * Title of the project:
* Project Implementation Period:
* Prepared by;

<Finnish Agency, name of the person, contact information><Partner Agency, name of the person, contact information* Place and date
* Signature of the responsible person(s)

<name><place and date of the signature>* Approved by <project board>
* Place and date
 |
| **Table of contents** |  |
| **List of abbreviations** |  |
| **1. Overview of the project implementation** | * Main project results (outputs, outcome and impact),
* Value/benefit for beneficiaries and stakeholders – comments to the overall progress
* Constraints relevant to the project and changes in the project environment during the project – comments on the changes needed during the implementation
 |
| **2. Progress towards achieving results**  | * Implementation of planned activities and achievement of intended results (outputs, outcome and impact) – analysis based on indicators and other relevant sources of information.
 |
| **3. Human Rights Based Approach** | * Has the project fulfilled ‘do no harm’ principle?
* Has it advanced some specific rights of the specific stakeholder?
 |
| **4. Cross-cutting objectives**  | * How the project managed to address cross-cutting objectives?
 |
| **5. Assumptions and risks** | * Compare the original risk analysis to the materialised risks
* Describe the risk mitigation measures and whether they were sufficient
 |
| **6. Resource utilised**  | * Analysis of the level of utilization of resources vs. achieved results
* Use of budgeted funds (Final expenditure report as an annex)
* Purchase of equipment or services
* Summary of the use of expert days
 |
| **7. Management and coordination arrangements**  | * Any changes to management and coordination arrangements
* Project board members
* Descriptions of schedule and key decisions of the Project Board
 |
| **8. Lessons learnt** | * Lessons learned for the two partner agencies
* Lessons learned for the capacity building and institutional development projects in the same field of specialisation
 |
| **9. Recommendations**  | * Key recommendations
* Need for further cooperation
 |
| **Annexes** | 1. Result chain and results framework: Comparison of achieved results vs. achieved results through indicators
2. Self-assessment/other evaluation/assessment report(s)
3. Final expenditure report
4. Working days used by experts
5. List of equipment / services purchased
6. Handing over certificates of the assets handed over
7. List of documents and reports produced
 |

 **List of equipment / services purchased**

|  |  |  |  |
| --- | --- | --- | --- |
| **Equipment / service**  | **Cost**  |

|  |
| --- |
| **Procurement method (for any item over 15 000 Euro)**  |

 |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

**List of working days used by project experts**

|  |  |  |  |
| --- | --- | --- | --- |
| **Name of Expert** | **Field of expertise** | **Role in the project**  | **Number of working days** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

## Annex 3.10. Final Expenditure Report

**Project name:**

**Reporting period:**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Budget lines** | **Number of working days (A1)** | **Actual project costs in 20XX-20XX** | **Project budget** | **Balance in the end of the project** |
| ***Costs of the Finnish Agency*** |  |  |  |  |
| **A1. Assignment fees per Finnish government expert** |  |  |  |  |
| (Person/position) |  |  |  |  |
|  |  |  |  |  |
| **Subtotal A1** |  |  |  |  |
|  |  |  |  |  |
| **A2. Travel Costs** |  |  |  |  |
| (Person/position) |  |  |  |  |
|  |  |  |  |  |
| **Subtotal A2** |  |  |  |  |
|  |  |  |  |  |
| **A3. Accommodation** |  |  |  |  |
| (Person/position) |  |  |  |  |
|  |  |  |  |  |
| **Subtotal A3** |  |  |  |  |
|  |  |  |  |  |
| **A4. Per diem allowances for Finnish experts** |  |  |  |  |
| (Person/position) |  |  |  |  |
|  |  |  |  |  |
| **Subtotal A4** |  |  |  |  |
|  |  |  |  |  |
| ***Costs of Partner Country Agency*** |  |  |  |  |
| **A5. Travel costs** |  |  |  |  |
| (Person/position) |  |  |  |  |
|  |  |  |  |  |
| **Subtotal A5**  |  |  |  |  |
|  |  |  |  |  |
| **A6. Accommodation** |  |  |  |  |
| (Person/position) |  |  |  |  |
|  |  |  |  |  |
| **Subtotal A6** |  |  |  |  |
|  |  |  |  |  |
| **A7. Per diem allowances for Partner country experts** |  |  |  |  |
| (Person/position) |  |  |  |  |
|  |  |  |  |  |
| **Subtotal A7** |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
| ***Other*** |  |  |  |  |
| **A8. Subcontracted work assignment (max 15 %)** |  |  |  |  |
| (task) |  |  |  |  |
| (task) |  |  |  |  |
|  |  |  |  |  |
| **Subtotal A8** |  |  |  |  |
|  |  |  |  |  |
| **A9. Self-assessment/other evaluation costs** |  |  |  |  |
| (item)  |  |  |  |  |
|  |  |  |  |  |
| **Subtotal A9** |  |  |  |  |
|  |  |  |  |  |
| **SUBTOTAL A 1-9** |  |  |  |  |
|  |  |  |  |  |
| **B. Administrative costs in partner country** |  |  |  |  |
| (expense category 1) |  |  |  |  |
| Self-assessment admin. costs |  |  |  |  |
|  |  |  |  |  |
| **Subtotal B** |  |  |  |  |
|  |  |  |  |  |
| **C. Fixed assets** |  |  |  |  |
| (item) |  |  |  |  |
| (item) |  |  |  |  |
|  |  |  |  |  |
| **Subtotal C** |  |  |  |  |
|  |  |  |  |  |
| **D. Contingency costs (max 10%)** |  |  |  |  |
|  |  |  |  |  |
| **Subtotal D** |  |  |  |  |
|  |  |  |  |  |
| **TOTAL PROJECT COSTS (Euros)** |  |  |  |  |
|  |  |  |  |  |
| Costs A5-A7+B+C |  |  |  |  |
|  |  |  |  |  |

## Annex 3.11. Template for Document to Certify the Completion of the Project and Handing over of Project Assets

**Project** (*Name*) *(number*)

The <Finnish Agency> and the <Partner Agency> on [Day/Month/Year] signed a Memorandum of Understanding (MoU) concerning the above-mentioned Project. As all the activities of the Project have now been completed, the two parties hereby certify the following:

1. The commodities purchased in accordance with the above-mentioned MoU on the Project between the <Finnish> agency as set forth in the Annex 1 shall be transferred to <Partner Agency> in their current condition on the date of the signature of this document.
2. The ownership as well as the risk of loss and damage shall pass to <Partner Agency> on the date of the signature of this document

This document is made in two originals in English on [date].

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

<Finnish Agency> <Partner Agency>

Annexes:

Annex 1: List of equipment handed over

Annex 2: Completion report

## Annex 3.12. Guidance Note for Self-assessment of an ICI Project

**Purpose and objective:** According to the evaluation norm, all MFA ODA projects should be evaluated at least once during their implementation period. It is required for the ICI project to prepare the monitoring, evaluation and learning plan. The assessment of the ICI projects is recommended to be implemented as a self-assessment. Self-assessment is a good way to evaluate a project during its implementation phase. Self-assessment serves the purpose of learning of the two government agencies, steering as well as results reporting. The objective is to provide the ICI partners with an opportunity to 1) conduct a joint analysis on whether the implementation of the project is on track, 2) identify possible corrective measures needed and 3) facilitate the preparation of progress and completion reports. Self-assessment also serves the purpose of accountability by providing valuable information on achieved results for the MFA and all stakeholders.

**Methodology:** Self-assessment is facilitated and documented process that is expected to be conducted at least once during the project implementation. If the self-assessment is done once it should be conducted at mid-term. At the end of the project, the synthesis of the self-assessment contributes to the final reporting. The self-assessment is a participatory process, which includes management interviews and holding a workshop(s) with staff, where key issues are openly discussed. In addition, it may be useful to ask for a few selected outsiders to voice their views. Partners reflect the achievements so far and need for improvements. Self-assessment helps to focus the actions and changes needed for the rest of the project.

**Facilitation:** The project partners together will prepare a work plan and a schedule for the self-assessment. The Finnish Agency will ensure that the foreseen costs of the self-assessment are included in the project budget. It is recommended to use an external facilitator to guide and support the process. The Finnish Agency will prepare the TOR for the facilitator in line with the mutually agreed work plan for the self-assessment facilitation.

**Scope and assessment areas:** Self-assessment comprises of two Areas of Assessment **I) Results**, focusing on Capacity Building and Interventions, Institutional development and use of skills, Human rights-based approach and Cross-cutting objectives, and other project specific results, **II) Project implementation**, focusing on project management and decision making, Monitoring and Risk Assessment and other project specific subjects. Self-assessment includes a **Summary of key findings:** Based on the observation and key findings self-assessment explores achievement of objectives, analyses strengths and weaknesses, risks and improvement needs and identifies good practices and lessons learned.

**Sources of evidence**: Self-assessment should use various sources of evidence: discussion sessions with partner organisations, interviews with managers and staff and/ or other stakeholders. Other sources could include e.g. monitoring reports, questionnaires, surveys, project documents and field visits that are relevant to the project.

**Conducting the self-assessment in following steps:** Assessment of the key areas, summing up the key findings and estimating the overall progress of the assessment areas, drawing conclusions and elaboration of development proposals.

**The overall progress** will be assessed by using the criteria given as codes “absent”, “emerging progress”, “developing” and “advanced” (rating is described below).

Red = Absent/ no progress: Progress on the issue is lacking, the issue is not taken into account or not understood, the issue is deprioritized for a justified reason, no monitoring conducted on the issue

Yellow= Emerging progress: development needs are identified and work commenced but only marginal results/ progress yet, some parts of the issue are covered while some others not, weaknesses in monitoring

Blue = Developing: Targeted results are partially achieved, it is progressing towards the objectives but future development still needed, the issue is addressed in monitoring

Green = Advanced: Active work is conducted, targeted results are achieved and results/progress are monitored systematically, new innovations achieved

**Conclusions** will be drawn from analysing what works, what does not and why the objectives has/ has not been achieved, what are the individual, organizational, institutional factors contributing to or hindering capacity improvements or project implementation. Based on the overall progress assessment and synthesis of conclusions, **recommendations for future actions** including schedule and responsibilities for actions will be prepared.

**Steps of Assessment:**

**I Assessment of Results**

* Capacity Building and interventions (including learning methods)
* Institutional development and use of skills
* Human rights-based approach and cross-cutting objectives
* Other expected results (ref. to project-specific results framework)

**II Assessment of Project Implementation**

* Project management and decision making
* Monitoring and risk assessment
* Other project specific subjects

**III Conclusions, Recommendations and Future Actions**

* assessment of overall progress
* defining key conclusions and recommendations
* future actions

**Synthesis reporting:** Based on detailed analysis of the project level observations, the key conclusions and lessons learned, the project partners will prepare a forward lookingsynthesis report to support learning comprising of:

* main achievements
* strengths and weaknesses
* lessons learned and good practices
* risks
* improvement needs
* conclusions
* recommendations for future actions and how to achieve the project objectives

**Using the results for learning:** It is recommended that the results of the self-assessment and future actions will be discussed between the Project Partners. It is also recommended that the Project Board reviews and discusses the outcomes of the self-assessment and monitors the implementation of its recommendations.

**Documentation and reporting:** Templates are provided for the assessment and reporting. The self-assessment synthesis report(s) will be annexed to the completion report.

**SELF-ASSESSMENT TEMPLATE OF AN ICI PROJECT**

* **Date**
* **ICI intervention: title, duration and short descriptions**
* **Government Agencies/ Partner organizations**
* **Facilitator**
* **Work plan of the self-assessment: Schedule and short description**
* **Participants**

|  |  |  |  |
| --- | --- | --- | --- |
| **Areas of Assessment** | **Subject of Assessment**  | **Project specific observations and evidence***Before implementation of the self-assessment, project specific issues will be defined and key questions prepared with the support of the self-assessment facilitator.**Describe relevant observations and identify the key evidence.*  | **Summary of Key Findings and highlights** *Based on the observation and the key findings sum up achievement of objectives, analyse strengths and weaknesses, risks and improvement needs and identify good practices and issue specific lessons learned.* |
| 1. **Assessment of Results**
 |
| **1.Capacity Building (including learning methods used)**  | **Development of Capacity:**Extent to which management and staff have improved their theoretical and technical capacity **Application of Developed Capacity**:Management and staff are benefiting from the acquired capacity **Effectiveness of Capacity Development**:Extent to which the capacity building methods have worked and been relevant.Extent to which the planned activities have been implemented on time. Extend to which the project has achieved its objectives and results. |  |  |
| **Sustainability of Capacity Development**:Extent to which any identified achievements to date are likely to endure in the longer term; what are the factors affecting the likelihood. |  |  |
| **2.Institutional Development and****Use of skills** | Extent to which gained expertise is being/likely to be utilized:Extent to which the expertise is likely to be utilized by partner organizations / Partner countries |   |  |
|  | Extent to which the utilization of the expertise will require and/ or has caused changes in the organization  |  |
| **3.Human Rights -Based approach and cross-cutting objectives** | Extent to which the human rights principles of non-discrimination and equality, participation and inclusion, transparency, and accountability are applied in the project implementation, management and decision-makingExtent to which cross-cutting objectives of gender equality and non-discrimination are realized in the project implementation Extend to which non-discrimination, climate resilience and low emission-carbon development are realized |  |  |
| **4. Other project specific results**  | Extent to which expected results as described in the project results framework (output, outcome and impact) are achieved or are likely to be achieved in the future  |  |  |
| 1. **Assessment of Project Implementation**
 |
| **1.Project Management and Decision-Making Structure and Coordination** | Extent to which project management and decision-making structures support achieving of project results |  |  |
| Extent to which the partner organisations collaborate with other relevant actors |  |  |
| **2.Monitoring and Risk Assessment**  | Extent to which the project is monitored regularlyExtent to which risk assessment and mitigation strategy is monitored and implementation plans adjusted accordingly  |  |  |
| **3. Other project specific subjects** | Extend to which other project specific subjects have been realised |  |  |

|  |  |
| --- | --- |
| 1. **Conclusions, Recommendations and Future Actions**
 |  |
| **Assessment area** | **Assessment of the overall progress \*** | **Key conclusions** | **Recommendations and future actions (including schedule and responsibilities)** |
| **Capacity building** |  |  |  |
| **Institutional development** |  |  |  |
| **HRBA and cross-cutting** |  |  |  |
| **Other expected results** |  |  |  |
| **Management and decision making** |  |  |  |
| **Monitoring and risk assessment** |  |  |  |

**\*Criteria in assessing the overall progress**

Red = Absent/ no progress: Progress on the issue is lacking, the issue is not taken into account or not understood, the issue is deprioritized for a justified reason, no monitoring conducted on the issue

Yellow= Emerging progress: development needs are identified and work commenced but only marginal results/ progress yet, some parts of the issue are covered while some others not, weaknesses in monitoring

Blue = Developing: Targeted results are partially achieved, it is progressing towards the objectives but future development still needed, the issue is addressed in monitoring

Green = Advanced: Active work is conducted, targeted results are achieved and results/progress are monitored systematically, new innovations achieved

**Outline for self-assessment synthesis report of an ICI project**

|  |
| --- |
| **Basic information:*** Date
* Title, duration and short description of the ICI project
* Government Agencies/ Partner organizations
* Facilitator
* Work plan of the self-assessment: Schedule and short description
* Participants
 |

|  |
| --- |
| **Summary of:*** main achievements
* strengths and weaknesses
* lessons learned and good practices
* risks
* improvement needs
 |
| **Conclusions:**  |
| **Recommendations for future actions (including schedule and responsibilities):** |
| **Annex 1: Completed self-assessment template of ICI project** |

**Terms of Reference for an ICI Self-Assessment Facilitator**

Currently being updated

## **Annex 4.1. Laki valtion virastojen ja laitosten osallistumisesta kehitysyhteistyöhön**

**LAKI VALTION VIRASTOJEN JA LAITOSTEN OSALLISTUMISESTA KEHITYSYHTEISTYÖHÖN 28.4.1989/382 (MUUTOKSINEEN)**

Cf. Suomen laki (http://www.finlex.fi/fi/laki/ajantasa/1989/19890382)

*Act on the Participation of Governmental Authorities and Agencies in Development Co-operation (382/1989 incl. subsequent amendments. No English translation available).*

Eduskunnan päätöksen mukaisesti säädetään:

[**1 §**](http://www.finlex.fi/fi/laki/ajantasa/1989/19890382#a382-1989#a382-1989)

Valtion virasto tai laitos voi yhteistyössä ulkoasiainministeriön kanssa osallistua valtion tulo- ja menoarviossa kehitysyhteistyöhön osoitettujen määrärahojen rajoissa kehitysyhteistyötehtäviin kotimaassa ja ulkomailla sen mukaan kuin tässä laissa säädetään.

[**2 §**](http://www.finlex.fi/fi/laki/ajantasa/1989/19890382#a382-1989#a382-1989)

Osallistuminen kehitysyhteistyötehtäviin edellyttää, että tehtävät soveltuvat viraston tai laitoksen varsinaiseen toimintaan eivätkä aiheuta sille erityistä haittaa.

[**3 §**](http://www.finlex.fi/fi/laki/ajantasa/1989/19890382#a382-1989#a382-1989)

Ulkoasiainministeriön ja muun valtion viraston tai laitoksen yhteistyön sisältö ja menettelytavat vahvistetaan kirjallisesti osapuolten kesken tehtävittäin.

Yhteistyön sisällön ja menettelytavat vahvistavan asiakirjan hyväksyy asianomaisen hallinnonalan ministeriö, jollei viraston tai laitoksen osalta ole muuta säädetty tai kyseinen ministeriö toisin päätä.

[**4 §**](http://www.finlex.fi/fi/laki/ajantasa/1989/19890382#a382-1989#a382-1989)

Tässä laissa tarkoitetuista kehitysyhteistyötehtävistä virastolle tai laitokselle aiheutuvat kustannukset veloitetaan ulkoasiainministeriön pääluokassa kehitysyhteistyöhön osoitetuista määrärahoista. Kustannukset lasketaan ottaen huomioon, mitä valtion maksuperustelain [(980/73) 2 §:n](http://www.finlex.fi/fi/laki/smur/1973/19730980) 1 momentissa on säädetty.

[**5 §**](http://www.finlex.fi/fi/laki/ajantasa/1989/19890382#a382-1989#a382-1989)

Ulkoasiainministeriöllä on oikeus saada hyväksyttäväkseen valtion viraston tai laitoksen tässä laissa tarkoitettuja tehtäviä varten tekemät henkilövalinnat sekä asetuksella säädettävissä tapauksissa edellyttää näitä tehtäviä suorittavan henkilön korvaamista toisella henkilöllä.

**6 §** [**(21.5.1999/623)**](http://www.finlex.fi/fi/laki/ajantasa/1989/19890382#a21.5.1999-623#a21.5.1999-623)

6 § on kumottu L:lla [21.5.1999/623](http://www.finlex.fi/fi/laki/ajantasa/1989/19890382#a21.5.1999-623#a21.5.1999-623).

[**7 §**](http://www.finlex.fi/fi/laki/ajantasa/1989/19890382#a382-1989#a382-1989)

Tarkemmat säännökset tämän lain täytäntöönpanosta annetaan asetuksella.

**8 §**

Tämä laki tulee voimaan 1 päivänä kesäkuuta 1989.

HE 203/88, ulkvk.miet 10/89, svk.miet 13/89

**Muutossäädösten voimaantulo ja soveltaminen:**

**21.5.1999/623:**

Tämä laki tulee voimaan 1 päivänä joulukuuta 1999.

[HE 30/1998](http://www.eduskunta.fi/valtiopaivaasiat/he%2B30/1998), HaVM 31/1998, EV 303/1998

Annex 2

**Asetus valtion virastojen ja laitosten osallistumisesta kehitysyhteistyöhön 28.4.1989/383 (muutoksineen)**

*Decree on the Participation of Governmental Authorities and Agencies in Development Co-operation (383/1989 incl. subsequent amendments).*

Ulkoasiainministerin esittelystä säädetään valtion virastojen ja laitosten osallistumisesta kehitysyhteistyöhön 28 päivänä huhtikuuta 1989 annetun lain [(382/89)](http://www.finlex.fi/fi/laki/ajantasa/1989/19890382) 5 ja 7 §:n nojalla:

##### 1 § [(30.5.1997/506)](http://www.finlex.fi/fi/laki/ajantasa/1989/19890383#a30.5.1997-506#a30.5.1997-506)

1 § on kumottu A:lla [30.5.1997/506](http://www.finlex.fi/fi/laki/ajantasa/1989/19890383#a30.5.1997-506#a30.5.1997-506).

##### [2 §](http://www.finlex.fi/fi/laki/ajantasa/1989/19890383#a383-1989#a383-1989)

Ulkoasiainministeriön toimeksiannosta suoritettaviin kehitysyhteistyötehtäviin virasto tai laitos voi käyttää palveluksessaan olevaa henkilökuntaa ja palkata tarkoitusta varten lisähenkilökuntaa valtion tulo- ja menoarviossa kansainväliseen kehitysyhteistyöhön osoitettujen ja ulkoasiainministeriön kunkin toimeksiannon yhteydessä vahvistamien määrärahojen rajoissa.

##### [3 §](http://www.finlex.fi/fi/laki/ajantasa/1989/19890383#a383-1989#a383-1989)

Mikäli ulkoasiainministeriö tai kehitysyhteistyötehtävää suorittava virasto tai laitos katsoo, että joku viraston tai laitoksen henkilökuntaan kuuluva ulkomaanpalvelua suorittava henkilö ei kykene asianmukaisesti suorittamaan hänelle kuuluvia tehtäviä tai mikäli asianomainen muuten katsotaan sopimattomaksi, viraston tai laitoksen tulee ensi tilassa korvata tällainen henkilö toisella.

Ulkoasiainministeriö voi edellyttää edellä 1 momentissa tarkoitetun henkilön korvaamista toisella henkilöllä erityisesti seuraavissa tapauksissa:

1) kun henkilön työsopimus voitaisiin työsopimuslain [(320/70)](http://www.finlex.fi/fi/laki/ajantasa/1970/19700320) mukaan joko purkaa tai irtisanoa;

2) kun avunsaaja on pyytänyt henkilön palauttamista kotimaahan; tai

3) kun henkilön työkyky tehtävässä on sairastumisen, onnettomuuten joutumisen tai muun vastaavan syyn vuoksi oleellisesti alentunut.

Mikäli tässä pykälässä tarkoitettua henkilöä ei voida korvata toisella, viraston tai laitoksen tulee viipymättä neuvotella ulkoasiainministeriön kanssa niistä toimenpiteistä, joihin asian johdosta on ryhdyttävä.

##### [4 §](http://www.finlex.fi/fi/laki/ajantasa/1989/19890383#a383-1989#a383-1989)

Kehitysyhteistyötehtäväää suoritettaessa ulkoasiainministeriö edustaa Suomen hallitusta.

Ulkoasiainministeriö voi valtuuttaa kehitysyhteistyötehtäviä suorittavan viraston tai laitoksen puolestaan neuvottelemaan ja sopimaan vastaanottajaviranomaisen kanssa tehtävän sisältöön ja toteuttamiseen liittyvistä yksityiskohdista.

Ulkoasiainministeriön tulee ohjata ja valvoa toimeksiannon suorittamista.

##### [5 §](http://www.finlex.fi/fi/laki/ajantasa/1989/19890383#a383-1989#a383-1989)

Kehitysyhteistyötehtävien suorittamiseen osallistuvan viraston tai laitoksen ulkoasiainministeriön toimeksiannosta järjestämiin opinto-ohjelmiin osallistuville kehitysmaista saapuville opiskelijoille tulee kyseisen viraston tai laitoksen hankkia valtion kustannuksella ulkoasiainministeriön vahvistamien stipendiaattiohjeiden mukainen tapaturma- ja sairausvakuutus.

##### [6 §](http://www.finlex.fi/fi/laki/ajantasa/1989/19890383#a383-1989#a383-1989)

Tarkemmat määräykset valtion viraston tai laitoksen osallistumisesta kehitysyhteistyöhön sekä muut mahdolliset määräykset tämän asetuksen soveltamisesta antaa tarvittaessa valtioneuvosto.

##### 7 §

Tämä asetus tulee voimaan 1 päivänä kesäkuuta 1989.

#### Muutossäädösten voimaantulo ja soveltaminen:

##### 30.5.1997/506:

Tämä asetus tulee voimaan 4 päivänä kesäkuuta 1997.