Institutional Cooperation Instrument: Information for partner country agencies

Ministry for Foreign Affairs of Finland
Department for development policy
Unit for sectoral policy

2009
ICI in a nutshell

- twinning projects
- transfer of public sector experience and expertise
- focus on capacity-building.
ICI objective: capacity-building
Average project:

- 1-2 years
- USD 500,000-700,000
- mode of operation: expert-level cooperation and training
- focus on technical competence and expertise, capacity-building
- lean project administration - experts work directly with each other.
### ICI: examples of agencies and projects

<table>
<thead>
<tr>
<th>Eligible agencies</th>
<th>Examples of agencies</th>
<th>Examples of projects</th>
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</thead>
<tbody>
<tr>
<td>Ministries</td>
<td>Ministry of the Environment</td>
<td>Administrative capacity for legal drafting</td>
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<tr>
<td>Government agencies</td>
<td>Statistics Finland</td>
<td>Capacity to manage household survey</td>
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<tr>
<td>Government agencies</td>
<td>Finnish Meteorological Institute</td>
<td>Capacity to monitor flood risks</td>
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ICI: the role of partner country agency

- **Proposal:** preferably to be submitted by partner agency in collaboration with Finnish agency.
- **Planning:** basic project document with key information included.
- **Implementation:** partner agency assigns personnel and gives practical support.
- **Own contribution:** government agency staff time; necessary permits etc.
ICI: the role of the Finnish MFA and government agency

- The MFA analyses the proposal.
- The Finnish agency makes plans with the partner agency.
- The MFA analyses the plan and makes a financing decision.
- The Finnish agency is responsible for project management and the results.
ICI: results orientation

- The ICI partners declare commitment to reaching the set objective.
- At the end of the project, a new or adapted system functions under the sole responsibility and means of the partner country.
Experiences with ICI projects

- New instrument --> we are still on the learning phase.
- Funding level is limited --> the task should be clearly focused and the administrative set-up very simple.
- Detailed content is left for Finnish and partner agencies to decide --> ICI allows for innovativeness.
- ICI is based on people --> trust between partners is the key to success.
## ICI: SWOT

<table>
<thead>
<tr>
<th>Strengths:</th>
<th>Weaknesses:</th>
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<tbody>
<tr>
<td>Quick and simple</td>
<td>Technical limitations (funding level, strict focus on capacity-building)</td>
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<th>Opportunities:</th>
<th>Threats:</th>
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<td>Good for exploring new ideas and practices</td>
<td>Lack of sustainability</td>
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</table>
ICI: Detailed guidelines

- Administrative norm (HELM178-3, 2010).
- ICI – manual and recommended best practices (published in May 2010).
- See [http://formin.finland.fi](http://formin.finland.fi), development policy, implementation of development policy, country- and region-specific cooperation, ICI.