Manual for ICI Projects:

Templates for Project Management

Version 9

March 2023

Ministry for Foreign Affairs

Finland

A NOTE FOR THE USERS OF THE TEMPLATES

Templates are updated whenever needed. The latest version of the templates is always available in the official **website of the MFA**.

Templates supplement the ICI manual, also available in the same website of the MFA.

Sometimes is is useful to learn from other similar agencies and from Facilitation Consultant on what to do and how to do it. The **website of the Facilitation Consultant** provides usefuls tips and best practices.

Key abbreviations and terms:

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.

CCO	Cross-cutting objectives; how to take the cross-cutting objectives into consideration Guideline for the cross-cutting objectives in Finnish development policy and cooperation
Facilitation consultant	A consultant service paid by the MFA and utilised by the Finnish government agencies to improve the quality of work
HRBA	Human Rights Based Approach; how to take human rights into account in the project context Human Rights Based approach in Finland's Development Cooperation
MFA	Ministry for Foreign Affairs of Finland
MOU	Memorandum of Understanging
PD	Project Document; the plan for the whole project period
RBM	Results-based Management; how to focus to the selected key results through a systematic approach Results-based Management in Finland's Development Cooperation

Contents

1. How to apply for an ICI Project

Annex 1.1. Project Concept Note

Expected length: 3 – 6 pages + annexes.

Cover page

- Tentative title of the proposed project: The selected title of the project should describe the subject of the project and be clear and distinctive
- "Project Concept note for ICI-project to be assessed by the MFA of Finland"
- 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

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 cross-cutting objectives and the human rights-based approach 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) or other previous cooperation with the partner and lessons learnt
- Possible major risks the project may face?

2. Tentative results 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. Possible implementation strategy, major activities and expected outputs

- What kind of concrete outputs would be needed to accomplish the outcome?
- What kind of implementation strategy, activities and minor investments are needed to produce the outputs?

4. Preliminary 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. (max 50.000 €)

6. Other issues

Annexes

- Strategy and/or Annual Plan of the partner agency (if available)
- Strategy and/or 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, 1-2 page annex"Request for Planning Funds" 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 and pictures. The Project Document is presented in narrative format using the headings below.

Cover pages	• 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. • Text "Project Document for ICI-project" • 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, operational strategies and policies 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 – related to the same topic - in the partner agency? If yes, what activities are they funding? • Are there related activities by Finland in the same sector?

2. The expected results and activities	• Define the ***impact*** statement: what kind of societal influence the project may have • 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 with an emphasis on disability inclusion, climate resilience, low emission development and protection of the environment with an emphasis on safeguarding biodiversity (i.e. crosscutting objectives, whenever relevant) are integrated in the results framework of the project? • Describe the identified risks and risk mitigation measures. How do they relate to specific outputs? • Describe the main types of activities or strategies that are to be implemented to produce the results. • How it can be ensured that the project is at least human rights sensitive?
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 are the cross-cutting objectives and human rights-based approach taken into consideration when defining the scope and key activities? • 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. • 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 responsibilities of the two parties.
	• If supplementary partners involved, their name and role.
	• The names of the key personnel in both agencies and their leadership and/or capacity-building functions.
	• Key task of the Project Board. The names of the members of the Project Board, if available.
	• Monitoring Evaluation and Learning:
	    o The results-based planning, budgeting, monitoring and reporting mechanisms.
	    o The self-assessment measures to be implemented.
	    o The auditing arrangements.
	    o Monitoring, Evaluation and Learning plan can be attached as an annex or developed during inception
	• 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 2) • Risk assessment table (if not included in chapter 2) • 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) • Exchange of letters or MOU (draft if available, final needed preferably before Finnish agency signs the assignment contract with MFA) • Other relevant documents (e.g. partner organization strategies, sector policies) • Note: "ICI manual, annexes and templates" includes formats for all the main annexes of the PD.

Annex 1.3. Results Based Management (RBM) framework

Expected result	Indicator (*)	Baseline value (**)	Expected indicator value in the end of project (***)	Results after year n (****)	Source of data (*****)
Impact: …					
Outcome 1: …					
Output 1.1: …					
Output 1.2: …					
Output 1.3: …					
Outcome 2: …					
Output 2.1: …					
Output 2.2: …					
Output 2.3: …					

(*) Indicators can be qualitative or quantitative. Qualitative means here 'based on qualified opinion'. Even qualitative indicator can be given numerical value (e.g. 'the average satisfaction of the partner representatives in the scale from 1-10').

Not everything needs to be measured separately. it is useful to limit the number of indicators as low as possible, e.g. only 6-10. If is useful to focus on the indicators which really can be measured annually with reliable and informative data and which measure issues important for the success of the project. Data should be disaggregated by sex, disability and age, when relevant and feasibile.

Make it clear whether data is annual data or cumulative data.

(**) Indicator value in the beginning of the project; may be defined during the inception phase**.**

(***) Expected ndicator value in the end of the project; may be defined during the inception phase.

(****) Indicator measured once a year and reported once a year in the semi-annual report. The timing of the measurement to be defined by project itself. One additional column added each year.

(*****) Source: statistics, project reports, interviews etc. This is defined during project planning phase**.**

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

Risk management table: an overview

Risk management table includes risks defined in clear and straightforward manner: one sentence per risk. For the sake of ensuring adequate coverage as well as the readability of risk table, risks are categories under four headings (e.g. strategic risks). It is important to include all identified risks, even if they do not easily fall easily under the four headings.

Risks are valued in terms of their livelihood and impact. For both criteria, number 1-4 is given, with number 4 as highest. Likelihood x Impact = Level of Risk. Level of Risk is a number between 2-16. (if the score would be 1 x 1 = 1, the risk need not be included in the table). Based on the content of risk and the Level of Risk, mitigating actions are located.

The assessment of the risk is always subjective and different persons within the project team may have different views. It is useful to listen to various views and create a joint understanding on the risks and the mitigating actions.

Risk management table is used slightly differently during project planning and project implementation.

Project planning: risk management table in the Project Document

The Project Document is expected to include a Risk Management Table (within the text or as a separate annex). The idea is very simple: during project planning potential risks are analysed and the critical risks are located. The project concept is then updated so that the most critical risks can be avoided. In other words, risk management table is produced gradually during the iterative planning process (i.e. iterative changes between expected results, management and financial arrangements and likely risks) until the most critical risks are eliminated. The final version of risk management table is included in the PD.

The final Risk Management Table of the PD includes only the residual – identified risks which cannot be avoided but can be managed somehow during the project implementation. They are risks worth tolerating.

Project implementation: risk management table in the annual plans

Risk management table is ***updated annually when annual planning is conducted*****.** New risk items can be added and unnecessary (i.e. very low score) items can be removed.

It is important to update annually the risk assessment for each risk. If the updated Level of Risk - for any identified risk - scores anywhere between 9-16, the risk can be perceived as ***critical risk*** for the project results. Usually it requires immediate action and constant monitoring.

In other words, risk management table is not just a writing exercise. It is expected that it is used to identify emerging or already realised critical risk. ICI project management regulations give possibility for the project leaders, jointly with Project Board, the address any critical risk through adjustments in the project layout.

Note: Risk management table is a useful tool to be utilised also during the project Self-Evaluation workshop.

Format for Risk Management Table

Risk management table
NAME OF THE PROJECT
Date. Version number if applicable

Risk category	Risk	Likeli-hood (1-4)	Impact (1-4)	Level of risk (Lik x Imp = level)	Risk treatment
Strategic risks					
Operative risks					
Economic risks					
Accidents as risks					

Classification of risks

Each risk is max one sentence but it needs to be clear/identifiable.

Strategic risks

Strategy of the agency, contextual factors, financial situation, legal changes, management and organisation, ethical values and principles, communication, representation, external partners.

Operative risks

Operational objectives, planning, organisational matters, implementation, personnel, processes, procurement, agreements, quality, clients, premises, tools, technology, information systems, information security.

Economic risks

Financing, budgeting, financial planning, utilisation of funds, property, financial responsibilities, financial reporting, financial misuse.

Accidents

The security of the premises, equipment, occupational health, occupational hazards, personal safety, travelling, climate and environment related risks.

How to score likelihood, impact and the level of risk

Likelihood	Description
1. Unlikely	Risk materialises only during exceptional circumstances. Usually does not happen at all.
2. Possible	Risk materialises sometimes. Similar cases have taken place in this project context or in similar circumstances elsewhere.
3. Likely	Risk materialises often and likely to happen in projects with similar profile.
4. Very likely, definite	Significant likelihood that the risk materializes in this project.

Impact	Description
1. Very limited	If risk materialises, it shall not have any signficant impact on the impact/outcomes of the project.
2. Limited	If risk materialises, it shall have minor impact on the impact/outcomes of the project.
3. Significant	If risk materialises, it shall have minor impact on the schedule and, ultimately, results orientation of the project. It may cause major harm or financial costs. It may create problems for personal safety or property. It may cause reputational harm for the project implementing organisation or the MFA.
4. Critical	If risk materialises, it will hinder finalising the project and/or reaching the impact/outcomes of the project. It shall cause major harm or financial cost. Or it is likely to have significant personal, property or reputational impact which have societal impact beyond the project context.

Level of Risk = Likelihood multiplied with Impact. Thus it includes a holistic view on risk.

Annex 1.5. Project Budget

Project name:
Project budget, total (EUR):

Capacity building: Items under headings A should cover at least 60% of total costs.
Partner country agency: Items A5 + A6 + A7 + B + C plus half of D for partner country actors should cover at least 20 % of total costs.
Not more than 15 % of the budget can be used for subcontracted work.
Not more than 15 % 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.

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 15%)								
Subtotal D								
TOTAL PROJECT COSTS (Euros)								
Costs A5+A6+A7+B+C + half of D								

Partner agency commitments

Describe the partner agency commitments: Personnel, office facilities, etc.

Annex 1.6. Tentative workplan/ 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 1.1: xx				
Activity xx				
Activity xx				
Activity xx				
Output 1.2: xx				
Activity xx				
Activity xx				
Output 2.1: xx				
Activity xx				
Activity xx				
…				
Project management actions				
Self-assessments/reviews				

More detailed workplan describing the exact schedules of activities as well as naming responsible persons should be prepared during the inception phase. This can be updated in the annual plans.

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	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. 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 main budget categories and by calendar years?		
Are the CVs of the key experts included?		
Is there evidence on the commitment of the both parties?		

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 similar support to the partner agency?	
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 cross-cutting objectives and the Human Rights Based Approach of the Finnish Development Policy?	
About 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 framework showing the relations between project impact, outcome, outputs 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 60 % of the total budget?	
Are the costs of items A5 +A6 + A7 + B + C over 20% 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 15 %?	

Annex 1.9. 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), Niras Finland 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 Niras Finland has engaged two 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.

Finnish agencies are encouraged to utilise the services for all issues excluding their own field of technical expertise. All costs of the services of the facilitation consultant are paid by the MFA.

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:

NIRAS FINLAND

ICI Facilitation Consultants

Åsa Wallendahl
email: asa.wallendahl@niras.fi

Kristiina Lähde
Email: kristiina.lahde@saliens.fi

2. Contractual issues

The Assignment Contract is agreed between MFA and Finnish agency.

The MOU or Exchange of Letters is agreed between Finnish and partner agency.

Annex 2.1. Template for Assignment Contract

This is a template for the assignment/contract, available in the MFA intranet system and filled only by the MFA officer. The template includes two parts, first substantive part and second standard clauses.

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. Exchange of letters or Memorandum of Understanding

Defining roles and expressing commitment

A ***Memorandum of Understanding*** (MOU) is recommended to be prepared during the project preparation phase or during project inception. MOU is a ***recommended practice*** but it is not necessary, provided that the key issues of the MOU format (specification of the roles and responsibilities of the cooperating agencies and the management and decision-making arrangements including the names of the members of the Project Board as well as the names of authorised representatives who can approve costs arising in the course of the project) can de defined in the Programme Document or through official correspondence, i.e. ***exchange of letters***.

MOU is a non-binding document expressing commitments. Template below

No standard template is prepared for the Exchange of Letters.

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]:	**For** [Abbreviation B]:
[full name]	[*full name*]
Position	[*position*

3. Implementation

Annex 3.1. Kick-off meeting agenda

PROJECT NAME

PROJECT KICK-OFF MEETING
Town, country, dates

<table>
<tr><th>Issue, Date & time</th><th>Agenda item</th></tr>
<tr><td colspan="2">1 OVERALL PROJECT ISSUES</td></tr>
<tr><td></td><td>Welcoming addresses / Opening</td></tr>
<tr><td></td><td>Introduction of the Participants</td></tr>
<tr><td></td><td>Scope and Objectives of the Meeting</td></tr>
<tr><td></td><td>Introduction to the Project: Project Definition
Result chain (outputs, outcome and impacts)
Strategy and Scope
Expected Main Activities
Inputs</td></tr>
<tr><td></td><td>Project implementation
Approach
Organization
Budget
Work plan</td></tr>
<tr><td></td><td>Coordination with Other Projects/Partners and Role of Project Board</td></tr>
<tr><td colspan="2">2 Project Implementation and Management Issues</td></tr>
<tr><td></td><td>Contractual matters
Assignment Contract between the MFA and the Finnish Agency
Memorandum of Understanding between the Finnish and Partner Country agency</td></tr>
<tr><td></td><td>Financial Management of the Project
Budgeting
Financial Management - responsibilities
Financial reporting
Capacity building costs
Costs of Partner Country Agency
Travel regulations, per diems etc.</td></tr>
<tr><td></td><td>Procurement
Principles
Procurement procedures: equipment & services
Providers</td></tr>
</table>

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

Annual Workplan is discussed in the Project Board and includes e.g. updated risk matrix. The approved Annual Work Plan is sent to the MFA country officer latest the ***end of February***.

+++++++

Cover page: title of the project, names of the agencies, annual report [year], date of the report

Summary page

TECHNICAL INFORMATION	
Title of the project	
Report identification code of the Finnish agency if any	
Date when project was started	
Date when project is expected to end	
Annual plan [period covered]	
Finnish Agency	
Partner agency	
Person responsible for the annual plan + contact information	
Name of the desk officer in the MFA	
Intervention code of the MFA	

INFORMATION ON CONTENTS	
Major observations on the advancement of the project	
Significant planned changes in outputs, administrative arrangements or budget	

Approved by the Project Board: date and place	

ANNUAL PLAN (Descripive part max 4 pages ; more information in the annexes)

1. MAIN ACTIVITIES

[Main activities to be carried out during the planned period (following the classification of result framework of the project document or any other suitable classificaiton]

[Project Board meetings to be held during the planned period]

[Any deviations from the project document or annual plan, reasons for the deviations]

[Main capacity building and twinning methods to be used]

2. EXPECTED RESULTS DURING THE PLANNED PERIOD

[Main outputs to be achieved during the period - analysed descriptively and against the defined indicators]

[Expected progress towards achievement of the project outcome(s)]

3. ADDRESSING HUMAN RIGHTS BASED APPROACH AND CROSSCUTTING OBJECTIVES

[Major observations and plans]

[HRBA + CCO: How the project aims to fulfill 'do no harm' principle?]

HRBA: [How the project advanced some specific rights of the specific stakeholder?]

[CCO: Describe how the cross-cutting objectives will dealt with during the period]

4. CHALLENGES ENCOUNTERED, RISKS IDENTIFIED, CORRECTIVE MEASURES

[Challenges encountered, corrective measures planned]

Risks identified/materialized, mitigation actions planned. Note risk matrix should be updated and attached to the annual report.]

[Suggested modification on outputs, administrative arrangements and budget items]

ANNEXES:

Annual financial plan
List of main acitivities, including planned expert missions and study visits, in the table format
List of major procurement of goods or services (item, price estimate)
Updated risk matrix
Updated results framework if changes have been made in the outcomes or outputs.

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 15%)				
Subtotal D				
TOTAL PROJECT COSTS (Euros)				
Costs A5+A6+A7+B+C + part of D used for partner country agency				

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

Annex 3.5. Expert Mission Report

(Expert Mission Reports provide useful information to project related staff of the partner country agency as well as Finnish government agency. The reports are primarily to ensure sufficient information flow *within* the project.)

Cover page	• Title of the project: • Dates of the mission: • Prepared by: [Finnish Agency, name of the person, contact information] • Place and date
Background	• Why was this mission carried out
Activities of the mission	• Activities
Results of the mission	• Achieved results linked to the project outcome and relevant output(s)
Main findings and recommendations	• Findings • Recommendations • Next steps
Expert(s)	• Name(s) and main tasks of expert(s)
Annexes	E.g. the following (when available): • Programs of capacity building activities • Participants of capacity building activities • Learning evaluations • Links to relevant information • Photos etc

Annex 3.6. Semi-Annual (every six months) Report

Cover page: TITLE OF THE PROJECT,NAMES OF THE AGENCIES, REPORTING PERIOD, DATE OF THE REPORT

Summary page

INFORMATION FOR BILLING	
Title of the project	
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	
Name of the desk officer in the MFA	
Intervention code of the MFA	
Billing address in MFA	

INFORMATION ON CONTENTS	
Major observations presented to facilitation consultant and the MFA	
Significant changes in outputs, administrative arrangements or budget	

FACILITATION CONSULTANT (filled by facilitation consultant)	
Observations and recommendations of the facilitation consultant	

Date for checking the report	

MAIN REPORT (Max 6 pages plus annexes)

1. MAIN ACTIVITIES

[Main activities carried out during the reporting period (following the classification of the project document or annual work plan]

[Project Board meeting held during the reporting period]

[Any deviations from the project document or annual plan, reasons for the deviations]

[Main capacity building and twinning methods used]

2. RESULTS ACHIEVED DURING REPORTING PERIOD

[Main outputs achieved during the period - analysed descriptively and against the defined indicators]

[Progress towards achievement of the project outcome(s)]

3. ADDRESSING HUMAN RIGHTS BASED APPROACH AND CROSSCUTTING OBJECTIVES

[Major observations]

[HRBA + CCO: How Has the project fulfilled 'do no harm' principle?]

HRBA: [Has project advanced some specific rights of the specific stakeholder?]

[CCO: Describe how the cross-cutting objectives have been dealt with during the period]

4. CHALLENGES ENCOUNTERED, RISKS IDENTIFIED, CORRECTIVE MEASURES

[Challenges encountered, corrective measures made/to be made]

Risks identified/materialized, mitigation actions made / to be made]

[Suggested modification on outputs, administrative arrangements and budget items]

ANNEXES:

Every semi-annual report
- Financial report
- Table: experts days billed per expert, if not available in the financial report

- Expert time sheets
- Information dissemination: A list of links to the relevant relevant websites, articles, etc.

At least once a year

- Results framework data including annual data

Note:
Risk matrix is updated every year during the preparation of the annual plan.

Annex 3.7. Semi-Annual Financial Report

Project name:
Reporting period:

Budget lines	**Number of working days for Finnish experts**	**Actual costs in reporting period (X1)**	**Actual costs in the earlier reporting periods (X2)**	**Total budgeted for the whole project period (Y)**	**Balance remaining from total project budget (Z=Y-X1-X2)**	**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						
Subtotal D						
TOTAL PROJECT COSTS, (Euros)						
Total project costs in other relevant currency						

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. 10 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 (do no harm + advancement)?
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	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 15 %)				
Subtotal D				
TOTAL PROJECT COSTS (Euros)				
Total costs in other relevant currency				
Costs A5+ A6 + A7+B+C + part of D used for partner country agency				

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 (i.e. local or international consultant or ICI facilitation consultant) 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 looking synthesis 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.*
I) 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-making Extent to which cross-cutting objectives of gender equality and non-discrimination with an emphasis on disability inclusion are		

	realized in the project implementation Extend to which climate resilience, low emission development and protection of the environment with an emphasis on safeguarding biodiversity are realized in the project implementation		
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		
II) 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 regularly Extent 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 realized		

III) 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 objectives			

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

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 §

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 §

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

3 §

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 §

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 1 momentissa on säädetty.

5 §

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)

6 § on kumottu L:lla 21.5.1999/623.

7 §

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, 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) 5 ja 7 §:n nojalla:

1 § (30.5.1997/506)

1 § on kumottu A:lla 30.5.1997/506.

2 §

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 §

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) 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 §

Kehitysyhteistyötehtävää 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 §

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 §

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.