HEI ICI administrative handbook
Project implementation 2017–2020

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# Table of contents

1. Introduction ................................................................................................................................. 2

2. The HEI ICI Programme ........................................................................................................... 2
   2.1 Development Policy Framework ......................................................................................... 2
   2.2 HEI ICI Programme: purpose and objectives ...................................................................... 2
   2.3. The RBM approach in HEI ICI ......................................................................................... 3
   2.4. Anti-corruption ...................................................................................................................... 3
   2.5. The Human Rights Based Approach ................................................................................... 4
   2.6. Gender .................................................................................................................................. 4

3. Project Implementation ............................................................................................................. 5
   3.1. Roles and Responsibilities ................................................................................................. 5
   3.2. Partnership management and agreement ........................................................................... 6
   3.3. Changes in project implementation ................................................................................... 6
   3.4. Student and teacher mobility .............................................................................................. 7
   3.5 Accessibility grants ................................................................................................................ 8
   3.6. Communication, dissemination and contacts with media .................................................. 8

4. Financial management of HEI ICI projects ............................................................................ 9
   4.1. Contract period and state aid payment schedule ............................................................... 9
   4.2. Cost items ........................................................................................................................... 10
       Salaries ................................................................................................................................... 10
       Grants for students/staff ........................................................................................................... 10
       Travel costs ............................................................................................................................ 10
       The direct administrative costs of Finnish HEI .................................................................... 11
       The administrative costs of Partner HEIs ............................................................................ 11
       Fixed assets ........................................................................................................................... 11
       Contingency costs ................................................................................................................ 11
   4.3. Services and subcontracting (incl. audits) ......................................................................... 11
   4.4. The overhead costs of the coordinating Finnish HEI .......................................................... 12
   4.5. Transfer of funds ................................................................................................................. 12
   4.6. Value Added Tax .................................................................................................................. 12
   4.7 Self-financing ....................................................................................................................... 12

5. Monitoring .................................................................................................................................. 13
   5.1 Monitoring ............................................................................................................................ 13

6. Reporting .................................................................................................................................... 13
6.1. Reporting ................................................................................................................................. 13
   Reporting schedule ....................................................................................................................... 14
   Annual progress report ................................................................................................................ 14
   Final project report ....................................................................................................................... 14
1. Introduction

This Administrative Handbook is targeting higher education institution practitioners in Finland and in partner countries receiving HEI ICI Programme funding during the project implementation period spanning over 2017-2020. The handbook is produced as a ‘toolkit’ for coordinators and others involved in project implementation. It complements the Decision on State Aid by the Ministry for Foreign Affairs (MFA) [08/2016], the ‘General terms and conditions of state aid granted by the Ministry for Foreign Affairs for development cooperation work by higher education institutions’ and the HEI ICI Programme Document (2016-2018).

The Letter of Commitment (sitoumuslomake) signed by the coordinating HEI forms a binding contract between the HEI and the Ministry for Foreign Affairs. Through this document the participating HEI’s are signatories to the ‘General terms and conditions of state aid granted by the Ministry for Foreign Affairs for development cooperation work by universities’ and must abide by the rules set out in the Programme Document.

Please note that this is a complimentary guideline for projects, it will be updated when the need for further information arises. Updated versions will be available through the web pages www.cimo.fi/heici. In case of uncertainty regarding the interpretation of the rules of the Programme, you are always advised to contact the Finnish National Agency for Education (EDUFI) at heiici@oph.fi. EDUFI preserves the right to update the manual throughout the project implementation phase.

Any concerns and observations from higher education practitioners arising during project implementation are useful in developing the HEI ICI-instrument as well as the manual at hand. In case of feedback and suggestions please do not hesitate to contact the Programme administration at EDUFI.

The HEI ICI Team

2. The HEI ICI Programme

2.1 Development Policy Framework

The HEI ICI programme is integrated in the current Finnish Development Policy Framework, with strong links to Result Based Management (RBM), the Human Rights Based Approach (HRBA) and Anti-Corruption principles.

Details on the development policy framework guiding the HEI ICI programme can be found in the HEI ICI Programme Document, on pages 4-7.

2.2 HEI ICI Programme: purpose and objectives

The long-term objective of the HEI ICI programme is to strengthen the capacity of HEIs in the Global South in order to contribute to well-functioning, efficient and equitable societies.
In the short term, the programme aims at improving research and teaching capacity as well as access to good quality services in HEIs in the countries participating in the programme. The direct beneficiaries of the programme are staff and students in the participating southern higher education institutions.

Funding is provided e.g. for the development of curricula, teaching methods, research capabilities, quality monitoring mechanisms, peer learning and growing expertise, administrative and leadership structures and strengthening the societal roles of HEIs. This purpose will be achieved through HEI projects aiming at institutional cooperation in the selected result areas.

These result areas are:

- improved access to higher education and research information
- improved quality of higher education and research environment
- enhanced institutional capacity supporting quality of teaching and research
- strengthened role and relevance of HE in development of society

### 2.3. The RBM approach in HEI ICI

Results Based Management involves shifting management approach from focus from solely on inputs, activities and processes to desired results. The use of information and evidence on results (collected through monitoring and evaluation) is to inform decision-making on the design, resourcing and delivery of programmes and activities.

The HEI ICI Programme covers the four, above-mentioned result areas with 8 pre-set result indicators. Each project is implemented and designed around a project-specific results framework, all linked to the overarching results matrix.

All projects are required to set relevant result indicators for each output to be produced during the 2-3 year implementation phase and supported in the process where needed. The Results Framework is a very important tool in this regard.

Materials related to the RBM approach in the HEI ICI programme are available at the EDUFI website. More information on the RBM approach can be found in the HEI ICI Programme Document. RBM practices in Finnish development cooperation are available in the publication: Results Based Management in Finland's Development Cooperation – Concepts and Guiding Principles (2015).

### 2.4. Anti-corruption

Transparency of the project documentation is usually perceived very important. Clear reporting requirements is also a prerequisite for efficient project management. Corruption may occur in procurement decisions, financial payment decisions and taxation related payments. Corruption may also be prevalent in personnel nominations, or any administrative decisions.

The HEI ICI projects are managed as a cooperation venture which does not necessitate complex financial management regulations. It is adequate when the cooperating partners agree upon the schedule for reporting requirements and payments, authority for approving payments and required financial reporting.

Finland has a strong policy regarding any form of corruption; active and passive bribery, embezzlement, fraud. The anti-corruption policy covers all project activities, as well as the staff of organisations involved with the projects. Good governance principles need to be considered in all phases of the programme cycle.
The anti-corruption framework in the Anti-Corruption Handbook for Development Practitioners provides tools to be used in the process of mainstreaming good governance and transparency. [Anti-Corruption Handbook for Development Practitioners](MFA, PDF, 2012)

Finland’s development cooperation is carried out by means of public funds. In any uncertainty regarding use of funds or possible misuse, the HEI ICI networks or individuals are required to contact EDUFI without delay.

The MFA takes all suspicions of the misuse of public funds seriously and therefore the ministry has created a web service available at [https://vaarinkayttoilmoitus.fi](https://vaarinkayttoilmoitus.fi) where anyone can anonymously inform about any suspicion concerning the misuse of Finnish development cooperation funds.

### 2.5. The Human Rights Based Approach

The realization of human rights is a key goal in Finnish Development Policy. The Human Rights Based Approach (HRBA) entails the systematic integration of human rights as a means of development cooperation. Human rights principles are considered and applied in all phases of the project cycle.

The minimum level of the HRBA in any intervention is *human rights sensitive*, which requires a basic assessment of the human rights situation and the human rights implications of the activities in the context. HEI ICI projects are advised to screen their project cycle based on the human rights principles, in particular ensuring possibilities of beneficiaries to participate on equal manners, to ensure all processes and information on the projects are transparent and to ensure that any indirect or direct discrimination is prevented.

In some areas of work HEI ICI projects can aim to be *human rights progressive*, which requires the project results are explicitly human rights related, to some degree and that results are monitored and reported on.

Many projects promote international standards in relation to the right to education, while some other can advance fulfilment of the freedom of information and expression, the right to work, the right to food, the right to water or the right to an adequate standard of living for example. A progressive level usually requires cooperation with different stakeholders including state authorities as well as inclusion of right-holders in the process.

More information on the HRBA can be obtained from the publication [Human Rights Based Approach in Finland’s Development Cooperation](1) (MFA, 2015).

### 2.6. Gender

It is crucial that women and men equally benefit from the interventions in the HEI ICI programme. There are numerous guides online to assist projects with their further efforts in gender mainstreaming, and to address possible challenges related to gender during the implementation phase.

Some concrete suggestions related to addressing the gender gap in HEI ICI capacity building projects:

- Gender policies encouraged in all institutions taking part in HEI ICI projects

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- Gender-balance in recruitment of project staff / selection of students for mobility-periods
- Key expert distribution to be balanced in terms of gender
- Gender targets for project activities (training-events, workshops etc.)
- Gender champions to be identified in higher education institutions, ministries etc., where feasible and where it can support gender mainstreaming
- Focus on gender disaggregated data where feasible and relevant
- Promotion of activities that have a strong gender component
- Gender aspects raised in curricula
- Gender training suggested as part of project activities, both in inception phase and later on
- Gender aspects to be raised in stakeholder events
- Non-academic partners can be key in raising and addressing gender aspects


3. Project Implementation

3.1. Roles and Responsibilities

The Ministry for Foreign Affairs (MFA) has the main policy-level and programme financing responsibility. The MFA is the funding decision-making authority and the contractual partner of the coordinating HEIs.

Finnish National Agency for Education (EDUFI) is responsible for the administration of the programme. EDUFI prepares and organises the Call for Applications, the guidance for applicants, the selection procedure, project monitoring and reporting. EDUFI supports the projects in the planning, implementation and reporting phases. EDUFI provides appropriate communication channels for the programme and reports directly to the MFA.

The HEI ICI Programme Board has an advisory role, providing expertise for the implementation and development of the programme. The board consists of members from the MFA, EDUFI, the Ministry of Education and Culture, the Rector’s Conferences of the Finnish Universities and the Finnish Universities of Applied Sciences, as well as from the student unions.

The Finnish coordinating HEI, in cooperation with partner institutions, bears final responsibility for project implementation and financial management. HEI’s are committed to following the guidelines in the HEI ICI Programme Document and the instructions given by the MFA and EDUFI for project implementation. The coordinator at the Finnish coordinating HEI is the contact point for the MFA (in contractual issues) and EDUFI. Additionally, a person from each partner HEI is nominated as contact person. These persons ensure internal communication and monitor activity implementation.

The partner country HEI has the ownership for the capacity development interventions. The partner HEIs in the developing countries - including their students, teaching, research and administrative staff - are the main, direct beneficiaries.

The Project Board The decision-making authority in the project lies with a Project Board that consists of representatives of the cooperating HEIs, and of other stakeholders if deemed beneficial for the project. The Project Board should be chaired by a developing country HEI. The members, responsibilities and meeting arrangements of the Project Board should be defined in the Project Document.
The key function of the Project Board is to monitor project progress and to support the cooperating HEIs in carrying out the activities. The Project Board is obliged to take actions if there is a risk that the stated objectives of the project are not adhered to. The Board can also decide on the termination of the project with the consent of EDUFI and the MFA.

The Project Board approves the Project Document and the annual reports before they are submitted to EDUFI. The project should include a budgetary provision for the Project Board meetings.

3.2. Partnership management and agreement

In the beginning of a HEI ICI partnership, sufficient resources should be allocated to enable establishment of good mutual relations and for building trust. The successful project implementation is based on direct cooperation between project partners. The formal agreement concerning the financial responsibility has been signed between MFA and the coordinating higher education institution but it is advised to create/form agreement between all partners (including clear roles and responsibilities).

Please consult the legal department of your own institution on the details of the partnership agreement. In Annex 2 you’ll find some examples on the items that have been included in the partnership agreement.

On Intellectual Property Rights, the “General terms and conditions of state aid” outline the following:

“The Ministry for Foreign Affairs of Finland has free and unlimited access to use all materials and results that have been subject to governmental financial support, including the right to use, copy, modify and deliver the materials to a third Party. The Ministry for Foreign Affairs of Finland has the right to publicly expose results and materials that have resulted from activities subject to governmental support, for instance on governmental website.”

In addition to the above-mentioned statement in the General terms it is advised that all parties have equal rights to use the results of the project. The decision-making authority in the project lies with the Project Board that should be chaired by a developing country HEI (see the section above on roles and responsibilities).

It is also advised to establish a stakeholder cooperation structure and ensure that stakeholders are actively involved in all stages of the project cycle (design, planning, implementation, evaluation and dissemination of results). It’s crucial to ensure also that ownership is adequately shared. A shared code of conduct and agreed working procedures such as regarding means of communication are important aspects to be agreed upon.

It is strongly recommended that both senior staff, as well as junior experts and students, are involved in the management and e.g. training activities implemented in the project.

3.3. Changes in project implementation

The Change Request-form should be used for all changes that need to be verified by MFA/EDUFI. As a rule, EDUFI needs to be informed of all changes affecting the achievement of qualitative results beforehand.

The Change Request form needs to be sent to EDUFI at least in the following cases:
- changes in allocation of human or other resources by partner HEIs
- changes of experts, project coordinators and members of Project Board
- changes in the operational plan e.g. result frameworks and work plans etc.

The form can be sent to EDUFI either via mail or electronically. EDUFI will then deal with the Request Form, if needed seek the approval of the MFA, and inform the applicant in writing on the outcome.

Permission for budget reallocations always needs to be applied for beforehand. Change in the yearly plan (deviation between the years) need to be informed to EDUFI by sending in a new plan / budget/ work plan for approval. Transfer/change of 15% or more between budget items (see Programme Document p. 25) are always subject to request and the Change Request form must be used.

Sometimes change decisions might be approved with certain conditions, depending on the nature of the change. If you are uncertain whether Change Request form is required for the change planned, please contact EDUFI.

3.4. Student and teacher mobility

Mobility periods can be funded through the approved HEI ICI project budgets. The inclusion of a mobility grant in the HEI ICI project must be justified as part of the capacity development of the institution in a developing country, and directly linked to the results to be achieved.

The quality on the mobility period needs to be assured by the HEI ICI partnership through a learning/research agreement, to be negotiated, agreed upon and signed before the start of the international mobility. After the exchange has ended, the participant shall submit a report on the achievements.

Support to students may be provided in at least one of the following circumstances:

- The student is enlisted in a degree/research programme in the partner HEI in the developing country
- The degree / research programme is directly part of the HEI ICI project and it contributes to the achievement of the objective of the HEI ICI project (e.g. if the HEI ICI project aims at developing a new programme, not yet established)

The mobility grant can cover:

- economy class travel expenses
- a living allowance (the average monthly living expenses for a student in Finland are approximately €700-900 depending on the location)
  www.studyinfinland.fi/living_in_finland/before_your_arrival/cost_of_living
- visa and residence permit expenses (also including travel to a country outside of the partnership, if no Finnish representation is available within)
- necessary insurance coverage (as required by the Finnish authorities)
  http://www.migri.fi/studying_in_finland
- mandatory vaccinations (for outgoing Finnish students as required by the National Vaccination Programme) www.terveyskirjasto.fi/terveyskirjasto/tk.koti?p_artikkeli=dlk00804#s4
NB. Tuition fees cannot be covered by the mobility support. The funds cannot be used to support the acquisition of a degree in Finland or solely used for basic research.

3.5 Accessibility grants

HEI ICI Projects can apply for additional funding to enable international mobility in circumstances when an injury, impairment, illness, learning difficulty or other special need causes such additional costs that are not covered by other sources. The grant can be awarded to both incoming and outgoing administrative staff, teachers and students, and it covers all categories of activities in the programme. **Accessibility grants have a rolling deadline** and funding can be applied later at any stage after the network funding has been granted and the selected students and teachers are known by submitting a form available from EDUFI describing the special need/disability and including a cost estimate. **The application will be submitted to EDUFI by the Finnish higher education institution.**

For more information: [http://www.cimo.fi/programmes/hei_ici/accessibility_grant](http://www.cimo.fi/programmes/hei_ici/accessibility_grant)

3.6. Communication, dissemination and contacts with media

In line with their own communication plan, HEI ICI projects are encouraged to disseminate results and findings as widely as possible to EDUFI and through their networks.

Results and findings can be shared e.g. by updating a specific project webpage or a blog, contacting media and embassies, publishing articles, brochures and other materials. It should be noted however, that all publications should be accessible to a wider public. When it comes to communication in **social media**, use of the HEI ICI official hashtag #heiici is recommended. Please also inform EDUFI of possible project visibility (in partner countries or in Finland) by contacting heiici@oph.fi.

Projects are strongly encouraged to contact the local embassies in the partner countries to inform about the HEI ICI projects and to possibly benefit from the knowledge and experiences of other projects being funded in the same region/country. Embassies have many times had a crucial role in creating wider synergies or coordinating dissemination events. Be aware that there are also journalists who have a special interest towards developing countries. Their contact information can be reached by contacting the Communication Unit at the MFA.

Projects are reminded to always use the MFA-logo, portraying that the project is funded with Finnish Development Cooperation Funds. HEI ICI projects are also allowed to create their own logos. EDUFI has created a specific HEI ICI word template, available to projects in their own communication and marketing activities, to ensure a coherent HEI ICI Programme visual. The logo and HEI ICI template can be found under the following link: [https://laatikko.oph.fi/s/w3fYQLK1vx2I27z](https://laatikko.oph.fi/s/w3fYQLK1vx2I27z)

The projects should include the following explanatory text in all their HEI ICI project related materials:

*The Higher Education Institutions Institutional Cooperation Instrument (HEI ICI) supports cooperation projects between higher education institutions in Finland and the developing world. The projects support the HEIs as they develop their subject-specific, methodological, educational and administrative capacity. The programme is funded by the Ministry for Foreign Affairs of Finland and administered by the Finnish National Agency for Education.*
4. Financial management of HEI ICI projects

The coordinating Finnish HEI is responsible for the financial management of the project and makes funds available to the partner HEIs for the implementation of the project.

Project bookkeeping must be organized so that the project is an individual cost object in the HEIs’ accounting and that all project costs and expenditure are transparent and easily verified at all times. All costs must be acceptable as defined in the Programme Document, General terms and conditions and caused by the carrying out of the project activities.

It is important to note that the financial management, transfer of funds, opening of accounts, budget follow up etc. are all questions that are to be agreed upon by participating partners at the initial stage of the project and based on the financial mechanisms and procedures of the HEI’s involved.

The financial management practices vary from one country to another and according to the organizational context. In the beginning of the project implementation the cooperating partners must familiarize themselves with the programme level documents guiding the financial management of a HEI ICI project.

At least the following aspects are recommended to be discussed and agreed upon by the partners at the initial stage of the project:

- money transfers (does the partner HEI need to open a separate account for the HEI ICI project? USD/local currency account; how would possible inflation affect?)
- schedule and process of money transfers (advance payments? payments against invoices?)
- budget follow up and schedule for financial reporting (how, how often, templates to be used)
- clarify how possible in-kind self-financing is documented
- who has the authority to approve payments from project account? What is the process?
- share the HEI-specific travel documents, regulations and processes
- arrangements for audits
- procurement processes

4.1. Contract period and state aid payment schedule

State aid in the HEI ICI programme during the programme period 2016-2018 can be used between 1.3.2017-30.3.2020. Only costs incurred during 1.3.2017 – 30.3.2020 are eligible, with the exception of the costs for the required audit.

EDUFI as the administrative coordination unit makes the payments of state aid to the coordinating Finnish HEI’s account. The first installment of the state aid is paid after the coordinating HEI has submitted the declaration to accept the state aid and provided the necessary bank account information to EDUFI. The second, third and final instalments of the state aid will be paid to the coordinating Finnish HEI after the approval of progress and final reports.

The payment schedule of the granted state aid during the project implementation 2017-2020 is:

50 % of the state aid: May 2017
30 % of the state aid: after approval of 2017 Annual Progress Report, dl 03/2018
10 % of the state aid: after approval of 2018 Annual Progress Report, dl 03/2019
<10% of the state aid after approval of 2020 Final Completion Report, dl 06/2020
In case the project implementation time is shorter, the final payment can be at a different time, however not before the annual and final completion reports have been submitted and approved.

Possible unused funds must be returned to EDUFI.

4.2. Cost items

Information on the cost items is available in the Programme Document (p 25-27).

Salaries

Only salary costs arising directly from the execution of the project activities may be included. All salaries compensated from the project need to be verifiable, justified and directed to the project. Salaries need to be based on actual working time, and must be based on working time records. The level of salaries must be in accordance with the national/institutional remuneration policy and based on the set salary costs for similar position of the participating HEIS.

The HEIs must use permanent staff or staff recruited for carrying out the assignment and persons in expert roles should in general have a long-term commitment to the HEI in question, in order to ensure continuity and to ensure utilization of knowledge and experience and institutionalization of practices.

Both coordinating and partner HEIs salaries and working time records are monitored against outputs and activities. Reports and time sheets must be available for reporting, monitoring and auditing purposes.

Partner HEIs in cost item (2) refer to non-Finnish HEI partners. The payments should be made through the official accounts of the partner HEI against working time records and verification of work completed. Top ups on salaries shall be avoided, the level of salaries must be in accordance with the national/institutional remuneration policy.

When partner country HEIs' salaries are compensated from the HEI ICI project the coordinating Finnish HEI should ensure that employer responsibilities according to local regulations and possible costs resulting (social security payments, taxation, insurance) are duly taken care of.

Grants for students/staff

Please consult section 3.4. for information on the eligible costs and principles for the mobility activities.

Travel costs

This cost item includes travel and accommodation costs and per diems of both Coordinating HEI and Partner HEIs.

In Finland, the Finnish regulations of the Finnish State Travel Regulation\(^2\) apply. Partner country experts are paid according to their own country specific regulations, however in such a way that the costs do not exceed the amounts in the Finnish State Travel Regulation.

When travelling between southern partner countries, local daily allowances can be applied, but they may never exceed the maximum amounts of the Finnish State Travel Regulation.

The direct administrative costs of Finnish HEI

In general, all administrative costs of Finnish HEIs should be included in the overhead costs or subcontracted assignments. In case there are some administrative costs, for instance meeting arrangements, bank transfer costs, exchange gain/loss etc. which have not been included in full cost model overheads they can be reported under direct administrative costs.

As a general rule, hospitality costs are not eligible costs in a HEI ICI project. Only direct costs related to meeting arrangements can be accepted as eligible costs, these can include catering costs in moderation. Funds cannot be used for gifts.

The administrative costs of Partner HEIs

No undefined general overhead costs are accepted under this cost item, there needs to be a clear description of what services/items are covered and costs need to be verifiable in the bookkeeping. Costs under this cost item may include minor costs arising directly from project implementation (e.g. photocopying or printing, venue rentals for seminars/workshops, bank transfer fees).

Fixed assets

Procurements should be made locally, whenever possible. For all procurement processes, start with contacting the procurement offices at the coordinating and the partner HEIs.

Contingency costs

A maximum of 10% of the total costs of the project. Utilization of the budgeted contingency must be decided by the Project Board.

4.3. Services and subcontracting (incl. audits)

Out-sourcing or sub-contracting is not preferred because generating sustainable results can best be made by using permanent staff. In principle, consultants may not be used.

Project employees in expert roles should in general have a long-term commitment to the HEI in question, in order to ensure utilization of knowledge and experience of the HEI in question and to ensure institutionalization of knowledge and practices.

The main assignments or activities of the project may not be passed further to external agencies unless deemed necessary for the achievement of the project objectives. These types of assignments must be planned to directly support the institutional development of partner country HEIs.
The Public Procurement Act (348/2007) or partner country procurement act and HEIs procurement processes are to be followed when sub-contracting.

In case there are one or more Finnish HEIs as partners in the project, all the salaries and fees paid to the Finnish partner HEIs should be reported under cost item 5.

The budget line for services and subcontracting should include sufficient resources for key services like interpretation and translation.

**The audit(s)**, conducted by an external, authorized auditor should be budgeted under outsourced activities. The purpose of the auditing is to verify that the project’s financial management is conducted according to the general auditing rules and regulations and funds are used in accordance with the agreement between the financiers and the implementing organization. The auditor must be independent from the audited organization.

4.4. **The overhead costs of the coordinating Finnish HEI**

Coordinators have checked the overhead coefficients, and what is included under them, from the administration at their own organization when submitting the application for funding. The coefficients remain the same throughout the project.

4.5. **Transfer of funds**

Funds can be transferred from the coordinating institution to partner institution according to normal practice for money transfers at the coordinating HEI.

Funds can be transferred as advances to the partner HEIs or against payment requests outlining what funds are to be used for. Invoicing procedures are also accepted; it is entirely up to the agreement of the Higher Education Institutions involved.

**Exchange gains and losses should be eliminated in remittances**

All money remittances made to the project are translated into local currency at the exchange rate prevailing at the date of remittance. When monthly costs are reported using different exchange rates there will be an exchange rate gain or loss.

4.6. **Value Added Tax**

*Value added tax* can be regarded as project costs if not compensated for elsewhere. The budget may, however, not be exceeded due to VAT costs.

4.7 **Self-financing**

The HEI ICI projects must have a minimum of 20% self-financing and the state aid can thus amount to a maximum of 80% of the total budget of the project. The self-financing can consist of state allocations for
the general functioning at the HEI, income from business activity or commercial or business activities, donations or salaries.

The fulfilment of the self-financing requirement must be monitored and reported, and any problems must be reported without delay. If the project is unable to fulfil the self-financing requirement, the MFA funding will be reduced accordingly.

5. Monitoring

5.1 Monitoring

HEI ICI projects will be the object of continuous supervision and monitoring by EDUFI. The objectives of monitoring are:

- to follow up the use of the funds (financial check)
- to assist the project during implementation time and ensure that projects are achieving their objectives in accordance with their work programme.

“Desk monitoring” refers to follow up of the project progress through the analysis of mandatory reports. “Field monitoring” refers to meetings between representatives of the project and EDUFI either in partner countries or in Finland.

6. Reporting

NB. This section is still to be finalized, as the new HEI ICI projects will use the EDUFI online system in their reporting. Further guidelines will be available in August/September, and a separate reporting guidance session will be arranged for all project coordinators.

6.1. Reporting

Projects receiving state aid are to report annually on the progress of the project and on the use of funds. The coordinating HEI will in collaboration with the partner HEI(s) prepare and submit the required annual and final completion reports. The reports are discussed and approved by the Project Board before the submission. Reports are signed by the cooperating HEIs and the Project Board.

The reporting shall focus strongly on linking the currently financed projects to the over-arching HEI ICI programme Results Framework, with the 4 result areas and 8 pre-set indicators. Each report comprises a financial section on the use of the budget, as well as a qualitative part, to monitor the progress of the activities and the achievement of the planned results.

For the qualitative and financial reporting, the following documentation is needed as attachments:

- bookkeeping report (printout from the accounting system)
- minutes from the Board meeting approving the Progress Report
- possible mobility reports
- document with compiled information on working hour reports of all partner HEIs
The partner HEI needs to keep the following project-related documentation, for monitoring purposes:

- time sheets of the key experts, number of hours on a monthly basis
- equipment should be included in the register of the HEI, a copy of the register number should be available in the project file
- all documentation related to possible sub-contracting, audits and procurements made in the project

**Reporting schedule**

1. 2017 annual progress report deadline **31 March 2018**
2. 2018 annual progress report deadline **31 March 2019**
3. Final project report deadline **June 2020**

**Annual progress report**

The annual report reflects the project’s Work Plan and is directly based on the approved Results Framework. The project’s progress, use of funds and performance of the HEIs should be described in the report. A particular focus shall be put on monitoring the selected indicators outlining the results. The report should focus on how the project's objectives have been met, what kind of impact it has had, and whether the expected results have been achieved. In addition, changes from the original plans should be reported. The reasons for changes, their impact and corrective measures should be briefly described. The annual reports must also elaborate the specific inputs of the experts and their impact on project performance.

**Final project report**

The qualitative final completion report summarizes the achievements of the project. The report describes the progress made in the project towards the project objectives and both the expected results and the actual results of the project.

The annual reports and the final completion report include financial reports. The financial report will compile the costs incurred during the reporting period. Items of expenditure are reported in the financial reports under the same cost items as previously approved in the budget.

EDUF1 will, if needed, request further information or clarification from the coordinating HEI, whose responsibility it is to submit the reports. A delay in reporting or neglecting to report may lead to the MFA refusing to pay the granted aid and/or recovering aid already paid.
# Annex 1: Change Request Form

**Change Request Form:** This form can be utilized when informing of a change or seeking approval for a change.

<table>
<thead>
<tr>
<th>HEI ICI Project acronym:</th>
<th>Click here to enter text.</th>
<th>Date (dd/mm/yy):</th>
</tr>
</thead>
</table>

| HEI ICI Project name: | Click here to enter text. |

## Change Category (Check (X) all that apply):

- [ ] Schedule/Work plan
- [ ] Budget
- [ ] Scope/Result areas
- [ ] Fixed assets
- [ ] Staff/ Experts
- [ ] Resources
- [ ] Other, what ________________

## Describe the Change Being Requested:

Click here to enter text.

## Describe the Reason for the Change:

Click here to enter text.

## Describe Consequences or Risks to be Considered for this Change:

Click here to enter text.

## How has network representatives agreed on the Change/ describe process:

Click here to enter text.

## Attachments: (Number and Name):

*Please attach any documents you wish to support your request. New budget to be attached in case of budget reallocations exceeding 10%*

Click here to enter text.

## Signature and Name clarification (*Project coordinator or project representative*)

Click here to enter text.

---

To be filled in by Finnish National Agency for Education (EDUFI)

**Decision (X):**

- [ ] Approve
- [ ] Reject
- [ ] Approve with Conditions

**Justification of Approval, Rejection, or Description of Conditions:**

Click here to enter text.

On behalf of HEI ICI Programme administration (or, if needed MFA representative):

<table>
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<th>Date (dd/mm/yy)</th>
<th>Name /Title</th>
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To be returned signed (scanned) electronically to Heiici@oph.fi or via mail to: HEI ICI Programme, Finnish National Agency for Education, P.O. Box 380, FI-00531 Helsinki, Finland
ANNEX 2

Checklist for the internal partnership agreement

Reference to HEI ICI guiding documents, either in the contract text, or in attachments:

- HEI ICI Programme Document
- Project-specific Document
- General terms...
- Work plan and budget

Special clarifications to the existing documents:

- other agreements that shall be applied (country specific bilateral etc.)
- modifications to the partner agreement, procedure
- schedule for payments to the partners
- internal audits, internal evaluation and monitoring
- internal financial reporting schedule
- responsibilities/commitments, division of labour and tasks, special obligations concerning allocation of working time
- correspondence, names of contact persons
- agreement on IPR
- confidentiality
- procedure against corruption, MFA ethical code
- procurement procedure
- in case of disagreement, which law applies