# Terms of Reference for SSC Steering Committee

*The template describes the role and tasks normally expected to be performed by the Steering Committee. The final ToR may be adapted to the specific context of the country and context. However, specific elements should only be left out after careful considerations in that regard.*

**1. Background**

The SSC Steering Committee (SC) is the formal mechanism for strategic dialogue and joint decision-making concerning the Strategic Sector Cooperation between the [Danish Public Authority] and the [Partner Authority].

**2. Mandate and scope**

The SC is the forum for overall strategic dialogue between Denmark and [contry] in relation to the XX sector in [partner country]. The SC discusses and decides on the overall priorities of the Strategic Sector Cooperation in accordance with [MoU, government programme or other overarching agreements or legal documents].

The SC is also the formal forum for dialogue and decisions in relation to the SSC project implementation. The SC will assess overall progress and relevance of activities and planned outputs and revisit key assumptions at regular intervals. Where deviations from the project support document are necessary, the SC takes the decisions. The SC cannot alter overall project objectives, but may recommend changes in immediate objectives.

The mandate of the SC includes approval of annual workplans, progress reports and completion reports and decisions regarding major implementation issues (such as study tours, major events and principles for use of technical experts and short-term consultants). The SC should also monitor the overall budget execution and can provide recommendations on budget revisions (including proposals for use of unallocated funds). Final decision and approval of budget revisions rests with the [Danish Public Authority] in consultation with the Danish Ministry of Foreign Affairs.

**3. Composition**

Members are:

* Management representative from [Partner Authority] (*at suffiently high level to make binding decision on behalf of the partner country)*
* Management representative from [Danish Public Authority] *(at sufficiently high level to make binding decisions)*
* Project Manager from the [Partner Authority]
* Project Manager from the [Danish Public Authority]
* Royal Danish Embassy (ambassador or other member of management and sector counsellor)
* Representatives from other key partner organisations as relevant

*The SC membership is institutional. Representatives from civil society organisations, other donors etc. may be invited as observers as relevant.*

**4. Specific tasks of the SC comprise:**

* Strategic dialogue and decisions in relation to strengthening the overall strategic sector cooperation (including options for synergies in relation to broader bilateral and multilateral cooperation)
* Dialogue about major developments in the sector to ensure continued coherence between the sector development and the project support.
* Decision on principles, procedures and structure for the operational management of project activities (i.e. ToR for the project management team)
* Ensure follow up on reviews and evaluations
* Decisions concerning deviations from the project support document
* Approval of documents presented by programme management. These include annual work plans, revised semi-annual plans, progress reports, technical reports and other deliverables from service providers etc. The documents must be presented by the programme management in a brief, concise and executive form to facilitate the strategic decision making by the SC
* Monitoring of overall progress of the SSC project with a special focus on indicators, delays, problems, bottlenecks and possible significant changes in assumptions and risks.
* Monitoring of development in budget execution
* Assess lessons learned and discuss results of the project before the confirm to inform both potential new phases of the project and a Completion Report.
* Decisions on local procurement issues

**5. Working procedures**

* The SC will be chaired/co-chaired between the [Partner Authority] and/or the [Danish Public Authority/Danish Embassy].(*To be decided according to context and tradition in the partner country]*
* Decisions are made by consensus
* The SC will meet annually/bi-annually. Extraordinary meetings may be called at the request of any member. (F*requency of meetings should be decided according to local context and composition of the SC. Participation at high level may warrant less frequent meetings)*
* Decisions or approvals, which cannot await the next ordinary SC meeting can be made by email (round robin or written procedure). The round robin will be initiated by the setting SC Secretariat. The SC members have to revert back with 7 days. No answer is equivalent to “no objections”.
* Standard agenda for SC meetings:
  + Approval of minutes from previous meeting
  + Update on major developments in the sector of relevance to the SSC with particular focus on changes in key assumptions for the SSC
  + Strategic dialogue about possible new fields of cooperation (outside specific project activities).
  + Overall status of the SSC programme, review of each thematic area
  + Approval of progress reports and workplan
  + Schedule/Milestones
  + Budget/Financial status
  + Incoming suggestions
  + A.O.B.
* The SC will be supported by a secretariat consisting of [project management team/other set-up]
* The Secretariat is responsible for planning the SSC meetings as well as drafting and distributing the minutes all participants within a week after the meeting. The SC approves the minutes at the following meeting.
* The Secretariat will announce the meetings with at least 2 months notice. All documentation for the meetings (plan/budget, reports, proposals for adjustments, etc.) shall be distributed to the members at least one week in advance together with a draft agenda.