

Annex 2.4 – Development of a Baseline

Annex 3.5 provides a template for a SSC project results matrix. The SSC results matrix will be developed during the SSC preparation phase and will form the basis for monitoring and reporting on the achievements of the SSC project in terms of development results.

The DPA will, in cooperation with the GC/Embassy, develop a simple baseline/background information for the country/sector. This will provide a snapshot of the situation in year 1.

The baseline/background information serves two purposes:

1. It serves as a **basis for tracking progress** in achieving the dual purpose of creating development results for the country and facilitating a larger involvement of Danish knowhow, technologies and investments. As such the baselines also provides a basis for tracking the involvement of the Danish private sector. Which data is relevant will differ depending on the nature of the individual SSC project and the country context. Below are provided a few generic categories of information that could be included in the baseline
2. It maps the knowhow, systems and technologies of the relevant Danish private and public sector stakeholders as well as parastatals The information achieved from this **mapping also facilitate a successful matching** of public and private sector Danish knowhow and technologies with the development challenges and demand from the partner country.

It is not expected that a comprehensive baseline will be prepared and it is clear that some information are not easily available. A pragmatic and realistic approach should be taken to data collection, seeking to establish sufficient knowledge for matchmaking and simple monitoring of results. Information included in the baseline/background information could comprise the following:

Baseline - development challenges

- Indicators/indications of the specific challenges/problems caused by the present status and quality of the regulatory framework in the sector, which guides the decision on the purpose and design of the SSC project, including if available data and statistics. The more S.M.A.R.T (specific, measurable, accurate, realistic and time-bound) information can be included in the baseline, the better results measurement subsequently
- Strategies, reform plans and status of regulatory framework of relevance for the SSC
- Key stakeholders/institutions promoting or blocking progress, including brief capacity assessment if relevant
- Key issues in the wider sector context

Baseline – Private and public sector

- The structure of the Danish business sector of relevance for the SSC project

- The 20 most important enterprises and depth of engagement
- Export orientation/Share of export and FDI - is there a critical mass?
- Small or large enterprises
- Danish parastatals of relevance for the sector ((e.g. Energinet, municipal water & waste utilities and DONG) (production, export/international activities, no. employees etc.))
- Size of the sector (production, trade, export/import, no. employees etc.)
- Presence of the relevant Danish companies in the country (as possible number of companies, nature of presence, activity level etc.)
- Current economic volume of Danish companies engagement in the sector
- Current intensity of the Embassy's engagement with Danish companies
- Major know how and experiences of the Danish Public Sector Authority

Based on the baseline and the final design of the SSC, a set of indicators should be developed as outlined in annex 3.1 and 3.3, which can be tracked continuously and document progress.

Some examples of indicators on the involvement of the Danish private sector are provided below for inspiration:

- Number of Danish companies active in the sector in the respective country
- No of companies involved in study tours and seminars
- No of information meetings held with Danish companies (and with local authorities)
- No of introduction/linking companies to local authorities and broader network
- No of tender opportunities informed to Danish companies
- No of opportunities and entrance point for Danish know how and technology identified
- Number of engagements funded through Danish business instruments.

The baseline and indicators defined will function as a reference point for annual monitoring, for reviews and studies. If feasible, indicators and monitoring should be coordinated with and draw on the CRM system.