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| Template 10a – [DD/MM/YYYY] |
| Terms of Reference for the SSC Project Steering Committee |

*[The template describes the role and tasks normally expected to be performed by the Project 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. Delete this section after completing the document.]*

**1. Mandate and scope**

The SSC Project Steering Committee (PSC) is the formal mechanism for strategic dialogue and joint decision-making concerning the Strategic Sector Cooperation (SSC) between the [Partner Authority] and the [Danish Public Authority] in relation to the [sector] in [partner country]. The PSC discusses and decides on the overall priorities of the SSC in accordance with [the SSC Project Document, MoU, government programme or other overarching agreements or legal documents].

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

The mandate of the PSC includes approval of annual workplans, budgets, and project progress reports; discussion of project 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 PSC should also monitor the overall budget execution and can provide recommendations on budget revisions (including proposals for use of unallocated funds, reallocation of funds and costed extensions). Final decision and approval of budget revisions rests with the [Danish Public Authority] in consultation with the Danish Ministry of Foreign Affairs (MFA). Finally, the PSC also discusses and provides recommendations on new phases of the partnership and/or transition phases, based on the value created and documented results achieved by the project cooperation and the effectiveness of its implementation.

**2. Composition**

Members are:

* Management representative from [Partner Authority] (*at sufficiently high level to make binding decisions on behalf of the partner country);*
* Management representative from [Danish Public Authority] *(at sufficiently high level to make binding decisions);*
* Ambassador or deputy ambassador from the Danish Embassy in [country] *(at sufficiently high level to make binding decisions);*
* Project Manager from the [Partner Authority];
* Project Manager from the [Danish Public Authority];
* Sector counsellor from the Danish Embassy in [country]; and
* Representatives from other key partner organisations as relevant.

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

**3. Specific tasks**

* 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);
* Discuss context analyses, sector developments and draft project documents prior to approval and initiation of new phases;
* Approve documents presented by project management. These include annual workplans, budgets, and progress reports; etc. The documents must be presented by the project management in a brief, concise and executive form to facilitate the strategic decision making by the PSC;
* Monitor overall progress of the SSC project with a special focus on results, indicators, delays, problems, bottlenecks, deviations from project documents, and possible significant changes in assumptions and risks;
* Ensure follow up on reviews and evaluations;
* Assess lessons learned, the effectiveness of the cooperation, value created, and documented results prior to either a new phase or completion/transition of the project.

**4. Working procedures**

The PSC will be co-chaired between the [Partner Authority] and the [Danish Public Authority]. Decisions are made by consensus.

The PSC will meet biannually in [September/October] to discuss and approve the following year’s workplan and budget; and in [January/February/March] to discuss and approve the annual progress report. Extraordinary meetings may be called at the request of any member *[Frequency of meetings should be decided according to local context and composition of the PSC. Participation at high level may warrant less frequent meetings]*

Decisions or approvals, which cannot await the next ordinary PSC meeting, can be made by email.

Standard agenda for PSC 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 the specific SSC project. (This could e.g. support wider or deeper bilateral relations, cooperation with other partners, common action in multilateral settings, commercial cooperation in the sector, joint EU action, etc.)
* Overall status of the SSC, review of results and developments in each thematic area
* Approval of annual progress reports and/or workplan and budget
* Workplan/Milestones
* Incoming suggestions (e.g. communication towards outside stakeholders)
* A.O.B.

The PSC will be supported by a secretariat consisting of [sector counsellor/project management team/another set-up]. The secretariat is responsible for planning the PSC meetings as well as drafting and distributing the minutes to all participants within a week after the meeting. The PSC approves the minutes at the following meeting.

The secretariat will announce the meetings with at least [two] months’ notice. All documentation for the meetings (workplan/budget, reports, proposals for adjustments, etc.) shall be distributed to the members at least [two] weeks in advance together with a draft agenda.