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| Template 10c - [DD/MM/YYYY] |
| Terms of Reference for the Strategic Management Group |

**1. Mandate and Scope**

The Strategic Management Group (SMG) is a tool for joint strategic decision making in the Strategic Sector Cooperation (SSC) framework programme (FP) between the MFA (MYNSEK) and the [Danish public Authority]. The SMG forms part of the SSC governance structure together with the Programme Management Group (PMG) and the Project Steering Committees (PSC). Each individual SSC project has a PSC, which is responsible for joint decision making, strategic dialogue, approving project-specific documents.

The mandate of the SMG is to serve as a platform for strategic discussions and advice, aiming to maximise the impact of Denmark’s international engagement (both bilaterally and multilaterally) in the specific sector and other related areas. The SMG is responsible for agreeing on the strategic direction of the FP and ensuring that all stakeholders are properly informed and guided. SMG's role is to assess and discuss sector-specific developments and trends in relation to the overall vision and objectives of the FP, and other cooperation outside the SSC, if applicable.

This concerns, among other things, selection of new and additional countries, early closure of projects, transition strategies when planning final project phases, budgetary changes, communications activities, etc. Further, when preparing a new phase of a project, Danish public authorities should seek confirmation from the SMG by presenting a justification based on results obtained and lessons learned during the previous cooperation.

**2. Composition**

The MFA is represented by the head of MYNSEK and the [Danish public authority] is represented by [high-level representative(s) from the relevant ministry] and [high-level representative(s) from the relevant agency].

**3. specific tasks**

* Provide overall policy and strategic guidance and direction for the FP, and monitor progress and achievement of results;
* Approve annual FP progress and financial reporting (FP activity plan and budget is approved in the PMG);
* Final approval of new projects, inception phases, new phases of existing projects, transition phases, and closure of projects based on the required documentation as reviewed by the PMG;
* Discuss and approve the initiation of formulation process for new projects that are not part of the FP after the overall country prioritisation process, and discuss context analyses and recommendations prior to approval of the first phase of all projects;
* Discuss plans for communication of FP activities and results to outside audiences;
* Approve proposed changes in the objectives, implementing partner, or decrease of projects under the FP, and changes in outcomes and outputs at FP-level;
* Review costed extensions of projects under the FP and approve allocation of unallocated funds, including funding for demonstration projects, feasibility studies, and other pilot activities;
* Discuss value created and demonstrated results by the FP and transition, completion, and closure of the projects under the FP as well as the FP itself, review transition strategy notes, and approve final reports;
* Discuss the preparation of the next phase of the FP itself based on a careful assessment of lessons learnt, past results, and value created as well as findings from mid-term reviews, capacity assessment reviews, and other relevant materials;
* Ensure that all stakeholders are adequately informed;
* Other topics of relevance for the FP.

**4. working procedures**

The [Danish partner authority] is the chair of the SMG. Decisions are consensus based.

The SMG meets annually in May. Meetings are held physically, but can be hosted virtually if necessary.

Standard agenda for the SMG:

1. Annual FP reports for discussion and approval
2. Strategic and political developments in FP countries and sectors, bilateral relations, or the private sector
3. Approval of new SSC projects and/or phases (if relevant)
4. Plans for new and additional SSC project countries (if relevant)
5. Early closure or transition strategies of SSC projects (if relevant)
6. FP budgetary questions
7. Updates and inputs on communication and MEAL activities
8. AOB

In situations where a decision at the programme level needs to be made but the PMG or the SMG does not convene, decisions are made between the Danish public authority and the MFA through a written exchange. This also applies for approval of project documents after quality assurance.

The chair is responsible for secretarial services with administrative and coordination tasks, including organising and facilitating the annual meeting and preparing draft minutes. Meeting materials are distributed to the SMG members no later than two weeks before the meeting is held. The chair will announce the meeting with at least one month’s notice. Minutes of meetings are circulated to all members within a week of the meeting for comments, and are completed within two weeks after the meeting.