

Best Practice, Inspiration and Approaches to enhance engagement of the Private Sector in SSC

A virtual handbook for inspiration, November 2021

I. Strategic Sector Cooperation

The overall **vision** of Strategic Sector Cooperation (SSC) is to promote a socially just green transition and to contribute to sustainable growth and resilient development for people in partner countries. The SSC will promote Danish best practices and solutions abroad by mobilising the competencies of Danish public authorities directly in long-term strategic cooperation with counterpart Authorities where Danish strengths are greatest, such as climate and energy, environment and water, sustainable agriculture and food production as well as shipping and health. SSC combines best practice and knowledge from Danish authorities, private sector, bilateral relations and green diplomacy with partner countries' needs and vision for inclusive and sustainable development.



The **intermediate objective** of the SSC is to contribute to conducive framework conditions in partner countries focusing on the green and inclusive transition and selected development priorities through contributions from the SSC.

The Global Results Framework is structured according to the following **three global outcomes**:

1. To strengthen partner countries capacity to develop, implement, and enforce conducive framework conditions for the green transition and selected development priorities e.g. sector specific laws, policies, tools, and plans;
2. Increased climate ambitions and ambitions for green transition and sustainable development through strong bilateral relations and green diplomacy; and
3. Enhanced engagement of the Danish private sector in identifying sustainable development solutions and opportunities for the promotion of green financial investments.

The focus of [this paper](#) is the third outcome regarding **enhanced engagement of the Danish private sector**.

This outcome – along with the other two - is managed by the Global Results Framework with targets for engagement of the private sector. This paper will focus on Best Practice examples from the field, possible approaches and ideas to involve the Danish private sector in SSC and can hopefully be an inspiration for policy-makers, managers, and project developers working with SSC.

I.2 Work areas

Areas in which SSC enhances engagement of the private sector include¹:

- Improving framework conditions that can also affect market access
- Sharing of local networks and work with private sector representatives as dialogue partners in SSC projects
- Exposure to, and demonstration of, Danish technical and Public-Private Partnerships (PPP) solutions
- Link to investment opportunities by IFU/DSIF, DFIs, EU-Team Europe, etc.

SSC can promote private sector interest in growth and development markets. In this way, SSC can facilitate or sometimes even generate opportunities for the Trade Council (TC). However, SSC cannot work one-on-one for companies with export and investment promotion services. This is the prerogative of the TC and is a paid service².

I.3 Modalities for engagement

Current modalities used in SSC is well-described in the latest evaluation³ (Chapter 4.3) and include activities such as (i) Participation in study tours (ii) Seminars, Workshops and Trade Fairs (iii) Training courses, (iv) Cooperation with Business Organisations and (v) Research and Danida Window 2. Moreover, the evaluation also gives examples of private sector-wide approaches and cooperation between SSC and the Trade Council.

Evaluation of SSC

The consensus is that the SSC Initiative understands private sector engagement as improving framework conditions for its contributions and promoting commercial opportunities in the longer term. Within these parameters, the scope for private sector involvement in the SSC has been interpreted at three levels. First and foremost, directly as a dialogue partner in SSC projects on improving SDG framework conditions and demonstrating technical and PPP solutions, secondly and more broadly as engagement in the relevant sector, and thirdly in more commercial terms in cooperation with the TC.

II. Best Practice, Inspiration and Approaches to Involve Private Sector in SSC

Best practice cases are available covering the following focus areas:

- Preparation phase for the engagement of private companies and investors:
 - o [Ukraine Energy SSC](#)

¹ [See also the Evaluation, p. 30.](#)

² [Evaluation of the Danish Strategic Sector Cooperation, June 2020.](#)

³ [Ibid.](#)

- Synergies between Danish support modalities
 - o [Ethiopia Energy SSC](#)
- Investments
 - o [Ghana Urban Water Planning SSC](#)
 - o [Ghana Urban Water Study SSC](#)
 - o [Colombia Food SSC](#)
 - o [MoU with EKF/IFU](#)
 - o [Investment Advisors](#)
- Developing scale
 - o [Indonesia Energy and Environment SSC](#)
- Using networks in collaboration with the TC
 - o [India Water Work Planning SSC](#)
 - o [Argentina Water and Energy SSC](#)
 - o [Brazil Health](#)
 - o [Mexico Health](#)

Best Practice, Inspiration and Approaches to enhance engagement of the Private Sector in SSC

Title: Energy cooperation with Ukraine	
SSC Project and phase:	
Country: Ukraine	Sector: Energy
Introduction to context and challenge:	Ukraine is among the largest district heating markets in the world. Most of the district heating infrastructure was built during the Soviet times and has much lower resource and energy efficiency than modern ones. The situation is aggravated by deterioration of the assets due to inadequate maintenance over a long period. Energy efficiency and modernization of the district heating infrastructure are thus potential drivers for Ukraine towards a green recovery agenda. The main barriers for district heating in Ukraine are the lack of investors, low service levels, the increasing rate of disconnections, and the regulatory framework conditions, all of which represent institutionalized Danish competencies that the Danish Energy Agency is working together with other Danish stakeholders to transfer to Ukraine.
Beneficiaries and main institutions involved:	Since 2015, Denmark has offered technical and regulatory assistance through an energy cooperation programme with Ukraine, contributing to set the basis and enable framework conditions for a “green recovery” of the energy sector in Ukraine. The Danish Energy Agency has worked with the Ministry of Energy in Ukraine on how system barriers can be overcome to reap the benefits of adopting competitive market mechanisms for optimal power dispatch, establishing technology-neutral regulation, enabling incentives for system flexibility and energy efficiency, and modernizing the district heating systems.
Best practice narrative:	<p>As a part of the formulation of a new Ukraine-Denmark Energy Partnership Programme (UDEPP) – expected to be launched during May 2021 - the Danish Energy Agency, the Danish Ministry of Foreign Affairs and the Embassy of Denmark in Kyiv have conducted meetings with the Danish Executive Network in Ukraine (a business network led by the Embassy of Denmark in Kyiv) aimed at exploring potential synergies between the new five-year government-to-government cooperation, and Danish businesses operating in Ukraine, including Danfoss, Grundfos, Kamstrup, Logstor, Salling Plast, Ramboll, Niras, Cowi, Vestas, Per Aasleff, BWSC, TechKnow, Broen, Linka, DBDH as well as IFU.</p> <p>Some important outcomes from the meetings have been the intention to extend the programme to include international financial institutions (IFIs) and private businesses. This means that the new programme will entail scoping and possible identification of specific pilot projects in the regions involving Danish companies. International finance institutions will provide respective tools for financing such projects. A focal point from the Danish Energy Agency was also appointed as contact person for the Danish companies on the potential areas of interest to be included in the programme as its formulation continues.</p> <p>The previous energy cooperation programme (UDEC, Ukraine-Denmark Energy Center) has already had direct links to investment opportunities by IFU and Danida Sustainable Infrastructure Finance (DSIF). The first grant agreement provided by DSIF in Ukraine was signed with the city of Kremenchuk to modernise part of its district heating network. The total investment for the project is EUR 12.7 million. The DSIF investment grant is EUR 4.45 million, a NEFCO (Nordic Environment</p>

	Finance Corporation) loan is EUR 6 million and the city's own contribution is approx. EUR 2.25 million. In addition, DSIF will contribute EUR 350,000 for technical assistance during the project implementation.
Approach and methodology	In the Terms of reference for the formulation of UDEPP an assessment of how to integrate Danish private sector know-how and business interest into the support was explicitly required including meetings with the Confederation of Danish industry (DI), the Danish Export Credit Agency (EKF), the Danish Investment Fund for Developing Countries (IFU; including Danida Sustainable Infrastructure Finance; DSIF) and the DMFA Trade Council (TC) at both HQ and embassy level. In addition, "green" financing through development banks/IFIs such as NEFCO, EBRD and the Neighbourhood Energy Investment Fund (NEIF implemented by IFU) was required to be explored with a view to potential for Danish business.
Resources required:	The external formulation consultants were tasked with integrating the above consultations. This required a few additional meetings but did not increase the costs of the contract. In addition, the Embassy, TC, DEA and the department in charge of formulation (EUN) also spend time in meetings as well as preparation of these.
Success Factors	This is a "low hanging fruit easy to pick" as it is simply a matter of putting consultations with the above-mentioned stakeholders on the list of who to consult during formulation.
Advice to others:	Ensure consultations with not just Danish private sector representatives in Denmark but also in-country as well as Danish/Nordic/EU finance institutions. Consultations with other Danish co-funded development banks such as the European Investment Bank (EIB) and the Council of Europe Development Bank can also be considered depending on the scope.
Links to further information:	Anne Toft Sørensen, Danish Embassy Kyiv www.ukraine.um.dk Mikael Erbs, Department for European Neighbourhood (EUN), DMFA

Best Practice, Inspiration and Approaches to enhance engagement of the Private Sector in SSC

Title: Enabling environment by linking instruments	
SSC Project and phase: SSC on Energy planning and modelling and Accelerating Wind Power (AWPGE)	
Country: Ethiopia AWPGE is in principle financed by the climate envelope but is a gov-to-gov cooperation. And is closely linked to the SSC programme in Ethiopia, where the energy sector cooperation is ‘seen as one’	Sector: Energy (SDG7)
Introduction to context and challenge:	Ethiopia has initiated a series of actions towards transforming the regulatory framework for facilitating Foreign Direct Investments (FDIs) and the involvement of the private sector in the national power sector. The Ethiopian market has still some challenging framework conditions but with 110 million people, and a good geographic location a large potential for Danish solutions. Currently, especially within SDG7 as described below, the approach can be expanded to other SDG’s, currently a similar approach is being explored towards SDG6.
Beneficiaries and main institutions involved:	DK supports Ethiopian energy ministry and Ethiopian Electric Power in expanding the private sectors role in wind power generation through developing wind tenders in Ethiopia. This is combined with support to integration of fluctuating renewable energy e.g. wind into the system, and energy planning and modelling.
Best practice narrative:	Out of a population of 110 mill. citizens, only 44 % have direct access to electricity. The target is 100 % access by 2025. This is a huge challenge, and leaves a great potential for Danish solutions. Denmark is addressing this through the gov-to-gov cooperation as mentioned above. The Danish-Ethiopian partnership has grown by trust-building through the technical gov-to-gov cooperation adding the use of the entire Danida toolbox. For example the challenging framework conditions require mechanisms to reduce investment risks. By using the DSIF financing mechanism for the Assela wind farm, it has been possible to create a pilot “good case”. This project is an important input in the sector cooperation adding important knowledge and experience to the wind power development. It has also created a business opportunity that Danish companies have been able to explore. Another example is the coordination between NCE and the SSC. This coordination utilize the complementarities between NCE’s work with the National Planning Commission and the SSC work on energy modelling and planning. Thus, securing synergies between the overall Danish engagements. Linking Danish instruments and building a joint narrative allow for the best possible impact of the broad Danish engagement being bilateral or multilateral in supporting the Ethiopian targets. And in doing soon also providing the best possible assistance for Ethiopia to create an enabling environment for the private sector and Danish solutions.
Approach and methodology	The flexibility and use of the complementarities of the different Danish instruments are indirectly built into the steering committee by having the Ethiopian Minister and the ambassador heading it. In addition to this the facilitation by Danish MFA of regular technical meetings e.g. on NCE and GGGI secures that synergies and cooperation are explored to the maximum.
Resources required:	Human resources is part of the overall programme management and day-to-day dialogue among all stakeholders. Financial resources are key, in order to provide

	access to capital and reduce the risks of investments. The different Danida instruments, and especially private sector support mechanism such as DSIF can enable these.
Success Factors	<p>The main approach is that technical gov-to-gov cooperation built trust at all levels. Having the minister at the steering committee is vital. This links the technical cooperation to political trust and larger possibilities. Hereby, securing that vital Danish interest are lifted at all levels which also paves the way for Danish solutions and the private sector. Illustrated by the Danish and Ethiopian mutual commitment to the global agenda on SDG 7. The joint Danish Ethiopian leadership on SDG 7 and the energy transition track during the UN Climate Action Summit in New York in 2019 is evidence for a strong partnership of the two countries and how technical cooperation has paved the way for a global political cooperation – and lifting Danish interest including global opportunities for Danish solutions.</p> <p>In addition to this, the existence of complementary development mechanisms is key. By looking into other cooperation mechanisms such as the climate envelope and the DSIF, the SSC cooperation has been able to further develop key elements (energy planning, modelling and access to fiancé). All of these, are central for the growth and development of wind energy opportunities in Ethiopia. The DSIF is expected to plant seeds for new projects, both by showcasing that Ethiopia is ready and able to integrate the renewable energy from a 100 MW wind farm into their energy mix, and by showcasing to investors that there is a business case. Such further development of the wind industry in Ethiopia is expected to create a larger demand from the government and a supply from international investors, thus generating good business opportunities for Danish solutions. This is further developed in the gov-to-gov cooperation e.g. in developing wind tenders.</p>
Advice to others:	<p>The main advice as mentioned previously is to explore the complementarities of the different cooperation tools within DANIDA. Other mechanisms than the ones mentioned here, could also be relevant, such as the previous DMDP or mechanisms from other international organizations supported by DANIDA such as P4G or from multilateral agencies such as the World Bank and the UN.</p> <p>In addition to the above, it should be mentioned that in a country like Ethiopia where the private sector involvement is met by challenging framework conditions, and by the Danish private sector often prioritizing engagement in other neighbouring countries, some additional instruments can be used. Within the TC framework a regional thematic approach can be used e.g. energy in East Africa. In addition to this, promotion of the local opportunities through articles, and business promotion can be useful for generating market awareness. Furthermore, joint Nordic activities at the country level should be mentioned. In Ethiopia the Nordic countries have worked together on a joint Nordic solutions business promotion. Currently, this is expanded into a cooperation on Nordic values and SDG's – including paving the way for Nordic solutions and inclusion of the private sector.</p>
Links to further information:	<p>Sector counsellor, Jens Skov-Spilling, jeskov@um.dk Senior advisor, Sebastian Rodas Medeiros, sebmed@um.dk</p>

Best Practice, Inspiration and Approaches to enhance engagement of the Private Sector in SSC

Title: Danida Sustainable Infrastructure Finance (DSIF) and IFU – identification of potential projects and project development	
SSC Project and phase: Urban Water, Phase 1	
Country: Ghana	Sector: Water
Introduction to context and challenge:	<p>Identify and develop project ideas to feed into the DSIF project development pipeline.</p> <p>SSC Water and TC have identified major development and investment gaps within wastewater management in Ghana. With traditional Danida support now having been phased out in Ghana, other modalities must come into play – also in line with the government of Ghana’s ambition of a “Ghana beyond aid”. IFU and DSIF are important elements here.</p>
Beneficiaries and main institutions involved:	<p>National public authorities responsible for development of a given sector and infrastructure development.</p> <p>Sector counsellors / TC staff and embassies in close dialogue with DSIF / IFU.</p> <p>The DSIF projects are also of major interest to relevant Danish companies and helps to build long-term engagement in the market.</p>
Best practice narrative:	<p>The SSC modality builds on trust and deep insight into a sector, its dynamics, challenges and procedures. This has also been the platform for a close dialogue and peer-to-peer interaction with the responsible authority for urban water, that has resulted in an overall understanding of infrastructure challenges and investment needs to meet the urban drinking water demand and reduce Non-revenue water.</p> <p>This is a crucial first step in a process where one of the outcomes is a gradually more focused dialogue on specific rehabilitation or construction needs. In this process a very early assessment of financially, socially and technical viability, risks, political priority is important.</p> <p>Parallel, or as part of, the process, Danish strongholds and experiences have been presented to decision makers, e.g. by the Danish SSC partners at a visit in Denmark. The importance to introduce innovative green and resource efficient solutions, increased revenue collection, water pricing have also been discussed.</p> <p>In this case, the SSC Counsellors ongoing discussions with Ghana Water Company Limited have resulted in the identification on two large water utility and -network rehabilitation- and expansions projects, and a green field water utility and network project. Based on the general knowledge of the DSIF modality, mandate and focus, e.g. objective, sector, geographical, public non-commercial investments, Danish private sector readiness, these projects could be of interest for DSIF and were introduced at an early stage for further dialogue and discussion on the way forward.</p> <p>Of great importance has also been the active and early involvement of DSIF, e.g. a presentation of the loan modality to the entire management of GWCL, frequent meeting with DSIF Copenhagen office and a meeting with the Ghanaian minister of water and sanitation in Copenhagen.</p> <p>The DSIF financed screening (pre-feasibility study) phase has been initiated. For that purpose a working group consisting of an international team leader, a national water consultant, two senior staff from GWCL, the DSIF representative</p>

	and the sector counsellor is established, with the consultants as responsible for the final screening document.
Approach and methodology	Close dialog and trust are crucial. Deep understanding of the context, e.g. institutional, mapping of decision makers, political and financial priorities, relations to other development partners and stakeholder. A close dialogue with staff from DSIF / IFU as well as internally at the Embassy between TC, SSC and all levels at the Embassy (At the Embassy in Accra we have set up an informal “water team” with bi-weekly short check-in meetings between TC and SSC to coordinate the many activities).
Resources required:	It is a long-term process, and will require gradual and long-term follow up, involvement and engagement of stakeholders and a good relation to and involvement of TC / embassy management.
Success Factors	The process is dependent on multiple factors, e.g. match of needs and modality, a solid partner, political priority, Danish interest, coordination with other development partners and banks, personal relations and continuity - that need to be in place to achieve the desired progress in the process. On the flip side it might (will) also be some of the reasons for the stone on the road.
Advice to others:	Focus on being a trustworthy partner that provides quality input and with transparency and sensitivity facilitates the process and dialogue between all key partners. Bring in the partners at an early stage, also at the political level.
Links to further information:	www.ifu.dk DANIDA SUSTAINABLE INFRASTRUCTURE FINANCE - IFU

Best Practice, Inspiration and Approaches to enhance engagement of the Private Sector in SSC

Title: EKF Green Accelerator application – identification of a focus areas and stakeholders	
SSC Project and phase Urban Water, Phase 1	
Country: Ghana	Sector: Water
Introduction to context and challenge:	Identify relevant topics and potential commercial leads in the water sector, together with relevant background knowledge that underpin and motivates stakeholders to submit EKF Green Accelerator applications.
Beneficiaries and main institutions involved:	Relevant potential partners from the national private sector of a given sector as well as Danish companies involved. TC and SSC staff at the embassy and Danish partners.
Best practice narrative:	<p>In light of the Covid-19 exports- and investments packages and the increased focus on the green agenda, the Danish government has launched a number of initiatives with the objective to increase Danish export either by boosting their activities on existing markets or bringing Danish companies into new emerging markets. An example of this is the EKF Green Accelerator grants. In this case TC and the Embassy in Ghana has defined Water as one of its focus areas, due to historical presence in the water sector and the newly started SSC on Urban water. Wastewater management is a part of the thematic focus of the SSC, which is an area with high political focus, and large development and investment gaps. This focus, together with the expected long-term presence of the Danish SSC partners in Ghana, is a strong setup that provides knowledge, insight and network.</p> <p>Based on this, TC financed a wastewater market survey, giving an overview of needs and background. Part of the study was also to identify specific potential customers, partners and investment needs, ranging from a public wastewater treatment plant to industries having specific needs for (pre-) treatment. The study was conducted by a Danish consultant, with a Ghanaian sub consultant, and in close collaboration with TC, and also with sparring from the sector counsellor. The result of the study was presented to Danish companies by TC at a webinar with the Water Alliance of the Danish Export Association, with the aim to highlight the opportunities in the waste water sector in Ghana and build interest in doing business in Ghana.</p> <p>The EKF Green Accelerator, first window, was launched just after this exercise, and following a bit of nudging the Danish consultant took the lead to bring together interested Danish companies and submit an application.</p> <p>During the second window for application, the Danish SSC partners, and also TC, are approaching potential interested companies, e.g. two of the companies involved in activities of the SSC, in the space of GIS, modelling and data management.</p>
Approach and methodology	<p>Networking and timely dialogue is crucial. A solid background with specific information and even specific leads are highly relevant to mobilise Danish companies.</p> <p>The long-term presence of e.g. Aarhus Vand in Ghana, the water focus of the embassy and the potential synergies between different water related modalities, is assessed to be an important asset for the Danish companies.</p>
Resources required:	It is a medium term process that requires a close coordination and dialogue between TC and the SSC, with TC as the main driver.

Success Factors	Bringing private sector stakeholders together, and targeted support by the TC/embassy, are some of the core elements for increased commercial interaction.
Advice to others:	Spot specific potential commercial needs, with a short time frame. Target dialogue with relevant Danish companies having an expansion / global strategy.
Links to further information:	Danish Embassy in Accra: www.ghana.um.dk EKF www.ekf.dk

Best Practice, Inspiration and Approaches to enhance engagement of the Private Sector in SSC

Title: Virtual Delegation “Shopping Line”: Danish technologies and financial solutions to assist Colombian partners to improve within food safety, productivity and sustainability	
SSC Project and phase: Veterinary and Food Safety, Phase 2	
Country: Colombia	Sector: Food
Introduction to context and challenge:	The Colombian authorities and the industry are jointly working on improving food safety, productivity and sustainability of the pork sector. This is fuelled by an ambition to improve national public health, safer and better products, and to access export markets to ensure sustained and inclusive economic growth. However, access to credit in Colombia is a challenge and a barrier in order to buy equipment. Thus, introducing EKF and potential Danish suppliers are essential steps to promote sustainable technologies, provide financial solutions and solutions to increase efficiency.
Beneficiaries and main institutions involved:	The project is based on a strong public-private partnership including the Trade Council, Danish Export Credit Agency (EKF), Danish Agricultural and Food Council (DAFC), Confederation of Danish Industry (DI), Porkcolombia (Colombian pig producers Association), Danish and Colombian companies, Colombian SSC partner authorities Colombian Agricultural and Livestock Institute (ICA), Colombia National Food and Drug Surveillance Institute (INVIMA), and Ministry of Agriculture and Rural Development. The SSC project adds value to TC, EKF, the Danish business organizations and companies, promoting technology transfer to improve food safety, productivity and sustainability based on local challenges.
Best practice narrative:	<u>Step 1:</u> Initial dialogue between EKF, DAFC, DI, TC and SSC Counsellor identifying main challenges in the sector and potential Colombian buyers based on inputs from in depth knowledge build up by the SSC project. This was the baseline for step 2-4, which were part of the virtual Shopping Line in 2020 (see attached description of Shopping Line concept) <u>Step 2:</u> A virtual pre-meeting was organized with 14 Danish companies to ensure the interest and participation of Danish companies. The Sector Counsellor presented the SSC Project and the main challenges and priorities of the pork industry in Colombia. <u>Step 3:</u> A virtual seminar where the extensive network build up through the SSC Project was used to gather more than 140 Colombian actors including many companies, but also partner authorities that are interested in import of Danish genetics to improve productivity in Colombia. <u>Step 4:</u> After the seminar B2B meetings were held between Danish and Colombian companies that expressed concrete interest in Danish technologies and solutions. Thus a new virtual shopping line delegation is already arranged for 2021
Approach and methodology	The virtual Shopping Line was organized in close cooperation with TC, EKF and Danish business DAFC and DI with input from the Sector Counsellor. The SSC project facilitated knowledge sharing with insights on the industry in Colombia and facilitated the use of the extensive network, providing contacts to key stakeholders in the sector.

Resources required:	An estimated use of 30 hours, no financial costs only time for preparation, participating in meetings and provide relevant contacts. However, some travel costs have been used during the years to build up the network, e.g. regional visits and participation in fairs etc.
Success Factors	Good cooperation with local TC employees, close dialogue with EKF and Danish business organizations along with extensive network locally. The cooperation with the local companies and private industry is crucial.
Advice to others:	Build up close cooperation with partner authorities and private industry both in Denmark and partner country. Understand local challenges and analyse areas where Danish companies can provide solutions. Close dialogue with business organizations both in Denmark and in Colombia. When the embassy has SSC delegations and DVFA experts visiting Colombia, they organise visits to companies being farms, feed mills, slaughterhouses, and processing plants. Besides providing DFVA, experts with insights into the main challenges, it also helps create an extensive network with the private sector.
Links to further information:	<p>Annex: Program Pre-meeting, Invitation and catalogue with participating Danish providers of solutions (in Spanish)</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>Shopping Lines - 200915 Pre-meeting Foreign Companies (Colombia Shopping</p> </div> <div style="text-align: center;">  <p>virtual_La industria p</p> </div> <div style="text-align: center;">  <p>Invitación seminario</p> </div> <div style="text-align: center;">  <p>Catálogo_empresas danesas 2020.pdf</p> </div> </div> <p>Esben Filt Jensen, Sector Counsellor Food, Bogotá, Colombia esbjen@um.dk</p>

Best Practice, Inspiration and Approaches to enhance engagement of the Private Sector in SSC

Title: SSC - Memorandum of Understanding with IFU and EKF	
SSC Project and phase. A new SSC initiative	
Country: All SSC countries	Sector: Green Investments
Introduction to context and challenge:	<p>The new SSC version 2.0 has a strong focus on engaging private sector and the overall collaboration between SSC projects, Danish Trade Councils, private companies, demonstration projects and investors. Furthermore, the new SSC version 2.0 is among other focusing on identifying investment opportunities supporting a global green transition and meeting the targets of the Paris agreement.</p> <p>To promote green private investment for the benefit of sustainable economic growth and green transition, Danish authorities and SSC projects are encouraged to pursue cooperation with investment institutions such as IFU and EKF. The cooperation could be institutionalised via an official Memorandum of Understanding (MoU).</p> <p>IFU is a self-owned government fund that offers advice and venture capital to companies operating in emerging and developing countries. IFU has been allocated DKK 1 billion through Denmark's Green Future Fund.</p> <p>EKF is Denmark's Export Credit Agency and EKF is owned and guaranteed by the Danish state but operated as a modern financial enterprise. EKF helps Danish export by making it possible and attractive for customers abroad to purchase Danish products from Danish companies. EKF assists in raising financing and by insuring companies and banks against the potential financial and political risks of trading with other countries.</p>
Beneficiaries and main institutions involved:	The main beneficiaries are the countries of SSC cooperation. In close cooperation with the Sector Councillors and the Trade Councils, Danish authorities are encouraged to cooperate with relevant actors in the partner country, including primarily authorities and to sign a MoU with IFU and EKF.
Best practice narrative:	<p>In order to drive the green transition, capital mobilisation is crucial. Similarly, capital mobilisation and financing are important to promote Danish exports. In cooperation with TCs, the SSC projects will drive the exchange of knowledge and enhance conducive framework conditions for promotion of Danish solutions and thereby facilitate an enabling environment for private companies and investors.</p> <p>Close cooperation between SSC and IFU or EKF are considered an important element in the Danish government's increased focus on raising international climate finance and the increasing demand in a number of developing and emerging countries.</p> <p>Cooperation with IFU and EKF will enhance the exchange of experiences, which will support a green, cost-efficient and climate friendly transformation and thereby also strengthen the commercial value of the SSC projects.</p>
Approach and methodology:	<p>The MoU with IFU or EKF should aim at: i) Formalising the collaboration between EKF/IFU and the Danish Authority; ii) Seeking synergies and mutual success criteria; outlining complementary competencies and experiences between IFU/EKF and the Danish authority.</p> <p>Basic activities:</p> <ul style="list-style-type: none"> • Identify partners at EKF and IFU • Seminars between the Danish Authority, Sector Counsellor, TC, EKF/IFU and local authorities; • A seminar between the Danish Authority, Sector Counsellor, EKF/IFU and potential Danish investors and relevant companies; • Preparation of country- and sector-specific work plans;

	<ul style="list-style-type: none"> • Ongoing dialogue at country and sector level e.g. regular meetings that make sense in relation to the needs of both the Danish authority and the partners; • Identification of specific project and sector opportunities.
Resources required:	The resources required to prepare the MoU will be part of the overall SSC budget and framework agreement with the Danish authority.
Success Factors:	<p>Information exchange - important information about the financial reality for the partner country and heads-up on new market opportunities to Danish companies.</p> <p>Policy development - development of "investment graded" and "bankable" framework conditions.</p> <p>Demonstration projects - potential Danish financial partners for the introduction of new technologies and systems.</p>
Advice to others:	Inspiration can be found in the MoU signed between the Danish Energy Agency and IFU.
Links to further information:	<p>IFU: www.ifu.dk/en/</p> <p>EKF: www.ekf.dk/en/</p> <p>See also Template for Investment Advisors: [Link]</p>

Best Practice, Inspiration and Approaches to enhance engagement of the Private Sector in SSC

Title: SSC Investment Advisor	
SSC Project and phase. A new SSC initiative	
Country: Pilot India (recruitment ongoing)	Sector: Green Private Investments
Introduction to context and challenge:	<p>The Danish Government's Climate Strategy (2020) is focusing on identifying investment opportunities supporting a global green transition and meeting the targets of the Paris agreement. Consequently, the new SSC version 2.0 has a strong focus on engaging private sector and the overall collaboration between SSC projects, Danish Trade Councils, private companies, demonstration projects and investors.</p> <p>To promote green private investment for the benefit of sustainable economic growth and green transition, two to three investment advisers will be deployed under the SSC initiative. The investment advisers are expected to contribute to bringing existing green projects under the SSC (and the Climate Envelope) closer to market and investment opportunities in the partner countries. Contributions to increase the commercial value of the existing SSC projects as well as through work with framework conditions and identification of fundable projects will enhance the opportunities to promote green private investments.</p>
Beneficiaries and main institutions involved:	The main beneficiaries are the countries of SSC cooperation. In close cooperation with the Sector Councillors, the investment advisers will cooperate with relevant actors in the partner country, including primarily authorities as well as Danish (e.g. IFU and EKF) and international financial institutions. This pilot phase focuses primarily on stakeholders in the water, energy and food sectors.
Best practice narrative:	The focus of the SSC and the investment advisor is to support and enhance the linkages between, on the one hand conducive framework conditions for the green transition and on the other hand, address the challenges of attracting international investments. The role of the Investment Advisor is to identify and promote the integrations of investment opportunities into SSC projects. The investment advisor will e.g. through initiation of prefeasibility studies, bring existing green projects under the SSC closer to market and investment opportunities. Hence, the investment adviser's focus is on strengthening the commercial value of the SSC projects in order to make them attractive to investors, both in terms of involving Danish companies, but through ensuring a local demand in the partner country.
Approach and methodology	The Investment advisor will be employed for an initial three year period. In collaboration with the Sector Counsellors, the investment adviser will help identify investment opportunities and bottlenecks in the investment framework. The investment advisor will participate in the dialogue with sector authorities in the partner country and the with Danish companies and potential investment bodies (e.g. IFU and EKF).
Resources required:	The resources required to mature SSC projects for investment opportunities will be part of the overall SSC budget and framework agreement with the Danish authority.
Success Factors	For investment opportunities to materialise the framework conditions of the partner countries need to be strengthened. This is the primary focus of the SSC. Danish companies need engage and support commercial opportunities. Danish investment bodies e.g. IFU and EKF, should be consulted early on and during the design process of the SSC.
Advice to others:	Learning sessions with the two-three investment advisors will be implemented. Lesson learned during this pilot phase will be applied in the next iteration of this template.

Links to further information:

See also Template for Memorandum of Understand with investors.

Best Practice, Inspiration and Approaches to enhance engagement of the Private Sector in SSC

Title: Bioenergy and Waste Management Alliance for Indonesia	
SSC Project and phase: Sustainable Island Initiative, phase I	
Country: Indonesia	Sector: Environment and Energy
Introduction to context and challenge:	<p>Indonesia’s municipalities struggle to find solutions for management and treatment of organic waste. Meanwhile, there is a need to transition to more sustainable energy sources in remote Indonesian locations.</p> <p>The “Sustainable Island Initiative (SII)” builds on top of two existing SSC’s on Environment and Energy. The SII, hence, utilizes the work with Indonesian policies and regulation to enter into dialog with Indonesian energy and environmental authorities at provincial and implementing level.</p> <p>SII focuses on bringing the two main SSC’s closer to tangible projects in two selected island provinces, namely West Nusa Tenggara and Riau Island Provinces. SII gave inspiration to establish a Strategic Business Alliance (SBA) with Danish private sector on Bioenergy and Waste-to-Energy through the Trade Council in 2019.</p>
Beneficiaries and main institutions involved:	<p>Main partners and beneficiaries of the SII are Indonesian and Danish energy and environmental authorities. Included are also authorities on agriculture, tourism and planning. The partners benefit on learning from available technologies to produce energy from organic material and potentially having part of it financed. The Strategic Business Alliance was formed with 8 Danish private companies and financiers with interest in energy production from organic material and waste. With a successful outcome, final beneficiaries will be the inhabitants of Lombok and Batam Islands enjoying less pollution, better air quality and cheaper energy.</p>
Best practice narrative:	<p>The SII is combined with one of the Trade Council’s tools, the SBA, to couple participating Danish companies with the Indonesian market and reach to better solutions on the ground. The SII and SBA together provides a chance for Danish SME’s to engage in a difficult, and otherwise impenetrable, market.</p> <p>Knowledge and contacts established with authorities at provincial and local level through the SII are being utilized to qualify decisions of the companies participating in the SBA.</p> <p>Following the introductory activities of the SBA, interest is shown from DSIF – as one of the 8 participating Danish entities in the SBA – to co-finance a biomass-fired power plant in Lombok Island, preferably using Danish technology. While negotiations are ongoing and having been slightly stalled due to the COVID-19 outbreak, there is momentum on both Danish and Indonesian side to continue the work. Meanwhile, the SII is maintaining the dialog with Indonesian authorities ensuring sustainable solutions in terms of technology choices and reliability of supply of feedstock from both organic agricultural residue and municipal waste.</p>
Approach and methodology	<p>Having an element of an SSC (or an entire SSC, such as the SII) that continuously focusses on dialog with implementing partners at provincial and local level, will create interest in the partner country and insight into real challenges.</p> <p>Enacting the SBA and ensuring a low, but essential minimum participant payment, will ensure commitment of the Danish partner entities. The SBA enables the options of visits and exchanges with relevant entities in the partner country and may lead to direct contracts in itself or a continuation of the dialog in other formats.</p>

Resources required:	This approach is part of a longer-term strategy, that require some footwork and efforts to establish, as well as good cooperation between the SSC and the TC at embassy level. There is not a specific need for a separate SSC (such as the case of SII), but there should, at least, be an element of an SSC that looks closely at government implementing level within a specific topic in which Danish key competencies exist and may be utilized.
Success Factors	An element of an SSC that has long-term, good dialog with implementing government levels within a specific sector/topic that has interest and strongholds within Danish private sector.
Advice to others:	<p>Align some of the strategic goals and key elements of the SSC with key priorities of the Trade Council in the partner country. Align work of SSC and TC to the national and local demand for services and investments.</p> <p>Engage early, to the extent possible, with sector organisations or branch associations through general communication or direct involvement in SSC activities.</p> <p>Collect a pool of potential private sector members and discuss with Trade Counsellor on establishing an alliance. It is important that an alliance includes financial organisations as well as turn-key providers. A group of small Danish SMEs will not be able to secure contracts alone without a large turn-key provider involved.</p> <p>Make sure that the participants from the companies have enough in common to sustain an alliance. Too large difference in technologies or scope among the companies may be a challenge in the SBA.</p> <p>The SBA is only one way to engage TC deeply into the work of SSC. Another way could be using other TC tools, create a pool of funds applicable to active SSC's in the country or simply find a way to free up hours with TC when the SSC provides an access to leads for Danish private sector.</p> <p>It is important to establish the alliance out of the interest expressed by them members themselves. Hence, it should not be a main purpose of the alliance to show other Danish work (such as the SSC-work) to companies, but the SSC just used as a background reference and access to contacts for the alliance.</p>
Links to further information:	<p>Sustainable Island Initiative (mst.dk) one-pager-sii-2019.pdf (mst.dk) Biomass, Biogas and WtE Alliance (um.dk) SBA on Biomass Biogas and WtE.pdf Converting Waste to Energy with Sustainable Island NOW! JAKARTA</p> <p>Get more information with: Sector Counsellor and Head of Environment Cooperation, Indonesia, Morten Holm van Donk, mordon@um.dk, +62 87775033128. Sector Counsellor and Head of Energy Cooperation, Indonesia, Thomas Capral Henriksen, thohen@um.dk, +62 817885388.</p>

Best Practice, Inspiration and Approaches to enhance engagement of the Private Sector in SSC

Title: Integration of Water Technology Alliance activities in joint Work Plan between the Danish Environmental Protection Agency and the Indian Water Ministry	
SSC Project and phase: Environment, Inception Phase	
Country: India	Sector: Water
Introduction to context and challenge:	Under the Green Strategic Partnership, Denmark and India have agreed to cooperate on both political and commercial aspects of drinking water supply through a government-to-government cooperation and an Indo-Danish Water Technology Alliance (WTA), respectively. For maximum synergy between the two tracks, the Danish Environmental Protection Agency (DEPA) has included WTA activities in its draft Work Plan with the Indian Water Ministry. The purpose of this integrated approach is to help Danish companies gain access to India's Jal Jeevan Mission, which includes investments of USD 50 billion in 2019-24.
Beneficiaries and main institutions involved:	The beneficiaries will be the companies engaged in the WTA and other assignments under the Trade Council (TC). Regular coordination takes place with DI Water and Danish Water Forum, and with individual water companies. On the Indian side, the beneficiaries will be the Indian Water Ministry and State partners.
Best practice narrative:	<p>DEPA and TC jointly prepared a draft Concept Note and Work Plan for discussions with the Indian Water Ministry. The Work Plan will focus on support for the Indian government's Jal Jeevan Mission, which aims to ensure safe and reliable piped drinking water supply to every rural household by 2024.</p> <p>The Work Plan will run for an initial period of 2021-2023. On the Danish side, DEPA will lead work on outcome A focusing on water leakages, metering and tariffs, while TC will lead work on outcomes B-C on energy optimization of drinking water supply, water treatment and grey water management. The main benefits are expected to be:</p> <ul style="list-style-type: none"> - Coordination between Danish stakeholders so Denmark is seen as a whole and not as a number of stakeholders pursuing different priorities - Access for Danish companies into the Indian Water Ministry's most high priority mission
Approach and methodology	The best practice evolved because the Green Strategic Partnership included both political and commercial water activities. Given that DEPA and the Indian Water Ministry do not currently have a MoU, it was decided to use the Green Strategic Partnership as the basis for collaboration.
Resources required:	DEPA and TC have dedicated significant human resources in coordinating priorities, approaches and jointly preparing Work Plan drafts.
Success Factors	The ability to refer to an agreed high-level document containing both political and commercial aspects has been an important success factor that may also be needed for replication in other countries.
Advice to others:	Clarify opportunities and limitations for funding TC-led activities under joint work plans early on with the SSC Secretariat at the MFA.
Links to further information:	<p>Joint Statement for India-Denmark Green Strategic Partnership. Sector Counsellor Simon Apelblat Thomsen (simthm@um.dk, +91 987 369 8901) DEPA SSC Project Manager Tobias Kvorning (tobik@mst.dk, +45 2363 5713)</p>

Best Practice, Inspiration and Approaches to enhance engagement of the Private Sector in SSC

Title: TC and SSC tac-teaming Buenos Aires Water and Wastewater Utility	
SSC Project and phase: 2020-2023 Buenos Aires and Copenhagen city cooperation on Climate Change Mitigation and Adaptation	
Country: Argentina	Sector: Energy & Water
Introduction to context and challenge:	<p>The focus of strategic sector cooperation (SSC) between the cities of Buenos Aires and Copenhagen focusses on energy optimization of the sewage treatment. This is an area, where several Danish companies offer world-leading solutions.</p> <p>The water and wastewater utility of greater Buenos Aires, AySA, is the largest energy consumer in the region. Severe reductions in government energy price subsidies over recent years has drastically increased AySA's energy costs. Therefore, the SSC is facilitating that Danish companies are brought in to assist in reducing energy consumption in AySA's wastewater stream.</p> <p>The Danish connection to AySA has been built over several years resulting in the initiation of the SSC by mid-2020. The SSC will run over 3 years until mid-2023 continuously involving Danish water technology companies.</p>
Beneficiaries and main institutions involved:	<p>The main beneficiaries are AySA and its 14.5 million customers, who use its service. AySA is the sole provider of drinking water and wastewater treatment in Greater Buenos Aires.</p> <p>The SSC is targeting Danish water technology providers already present in Argentina including: Grundfos, Danfoss, AVK, Kampstrup, Nissen Energy, Stjernholm</p> <p>The partners are primarily AySA and its counterpart in Copenhagen, BIOFOS, as well as the Danish companies. The facilitating partner is the Danish Embassy in Buenos Aires including TC and the sector counsellor. The embassy also has a strategic partnership with DI Water to promote the Danish companies through delegation visits and B2B meetings.</p>
Best practice narrative:	<p>One of the world's largest water and wastewater utilities, AySA is the strongest possible point of entry to the market of southern Latin America. AySA has energy optimization as a top company priority for their investments. The removal of subsidies have multiplied their energy costs.</p> <p>Through persistent TC work and the newly initiated SSC the embassy in Buenos Aires has built a close relationship with AySA. Now AySA specifically asks for Danish solutions to increase their energy efficiency and production of renewable energy.</p> <p>Embassy staff of TC and the SSC work closely together on securing synergy in their work. This includes shared seminars and all meetings with SSC relevant companies held in unison with TC. Close coordination of TC and SSC activities - with a clear agreement of who is responsible for what - ensures that commercial opportunities created through the SSC gets followed up by TC.</p> <p>The first result of this close collaboration has been opening of doors for Danish companies at AySA. A TC organized visit to AySA during a State visit in Argentina and a follow up visit by AySA to Denmark in 2019 paved the way for setting up the SSC between BIOFOS and AySA. A revisit was supposed to take place, but it went online due to Covid restrictions. Subsequently, the SSC was launched at an online seminar and Danish companies received one-on-one time with relevant key AySA personnel – technical as well as high-level decision-makers. An access several companies reported that they had not been able to establish on their own in spite of several years of efforts. A physical company delegation visit, together with DI is planned for late 2021.</p> <p>A key result of the collaboration between TC and the SSC project is that AySA has now encouraged BIOFOS to include Danish solutions in their shared work on a designated pilot wastewater treatment plant in Buenos Aires. TC will have a role in organizing the Danish companies' contribution to the SSC pilot project. The next step within the SSC is to develop business cases for the roll-out of the pilot solutions to the entire AySA service area. This</p>

	<p>means that participation in the pilot provides a unique opportunity for Danish companies to deliver their solutions to greater Buenos Aires.</p> <p>As a consequence of the close connection between AySA and the Embassy, AySA asked to be connected with Danish small scale wind energy providers. TC's follow-up led to a meeting between Viking Wind and AySA representatives. Invited by AySA Viking has now sent an actual business proposal for the instalment of a small-scale windfarm on AySA land.</p>
Approach and methodology	See description above. SSC and TC close collaboration is key!
Resources required:	Many hours were put into the initial work to connect with AySA leading to the visit to Denmark, which was partly paid by Danish companies. Afterwards the SSC has taken over the day-to-day connection with AySA. The online seminar was partly financed by the involved Danish companies and partly through a contract between DI and TC Argentina.
Success Factors	<ul style="list-style-type: none"> • An interested large scale customer, AySA. • Close TC and SSC collaboration. • Follow up on events! • Interest from Danish companies. • Connection between headquarters and the local branches of the Danish companies. • Consistent follow-up to understand buyer's concrete plans. • Pilots with a perspective of large-scale roll-out. • Financing of pilots. • And then persistent follow-up by both TC and SSC staff.
Advice to others:	<ul style="list-style-type: none"> • Do some solid ground work to establish contact utilizing whatever relevant event to make that happen. • Consistently follow up on meeting and events. • Work closely between TC and SSC to the point where you regularly take external meetings together and include each other in the planning of activities. • Tell good stories of great results to spark an interest that can lead to the customer asking for more info on Danish solutions. Don't be a regular salesman trying to sell the solutions outright – instead pitch the Danish model and wait for the customer, in this case AySA, to ask for more info. • Involve Danish experts who use the proposed Danish solutions. They can tell the good story of great results with more authority and they connect more easily with their peers than say a company representative.
Links to further information:	<p>Head of TC, Danish Embassy in Buenos Aires: Jonas Bøving Christiansen jonchr@um.dk</p> <p>Sector Counsellor, Danish Embassy in Buenos Aires: Mikkel Hall mikhal@um.dk</p> <p>We can forward further information as requested, but the material is not readily available online.</p>

Best Practice, Inspiration and Approaches to enhance engagement of the Private Sector in SSC

<p>Title: A Danish-Brazilian Windows 2 Research Project and Involvement of Danish companies with spin-off to TC and the Danish Innovation Centre in São Paulo</p>	
<p>SSC Project and phase: Strategic Sector Cooperation between Denmark and Brazil on supporting efficient healthcare management in Brazil – Phase 2 (case is from Phase 1)</p>	
<p>Country: Brazil</p>	<p>Sector: Health</p>
<p>Introduction to context and challenge:</p>	<p>Challenge: fragmented and insufficient treatment of heart patients Purpose: Improving coherent patient care across hospital care and primary care for better patient care and safety Method: Bilateral research cooperation introducing Danish healthcare methods and cost-effective innovative private sector solutions.</p>
<p>Beneficiaries and main institutions involved:</p>	<p>Public partners in a Danish-Brazilian BRAHIT research project:</p> <ul style="list-style-type: none"> - Brazilian Ministry of Health (SSC Partner) - The Nacional Heart Institute, Rio de Janeiro, Brazil (has been involved in the SSC Project) - The Federal University of Ouro Preto, Minas Gerais, Brazil - Municipality of Rio de Janeiro, Brazil - The Faculty of Health and Medical Sciences, University of Copenhagen - Slagelse Hospital, Region of Zealand - Bispebjerg and Frederiksberg Hospital <p>Contracted involvement on consultancy terms of three Danish companies:</p> <ul style="list-style-type: none"> - Cortrium ApS - Visikon ApS - Trifork ApS <p>Donors: DFC windows 2 research scholarships (2018 call)</p>
<p>Best practice narrative:</p>	<p>Main initiatives and steps:</p> <ol style="list-style-type: none"> 1. In 2017, the Sector Counsellor co-established a five-week DFC course and made a parallel program with high-level meetings for the Brazilian delegation only strategically tailored to current challenges, perspectives and participants. Outcome: A match between Danish and Brazilian research institutions and a Brazilian SSC partner. 2. In 2018, University of Copenhagen was granted a DFC research project, BRAHIT (windows 2) introducing e.g. e-health solutions adapted to the Brazilian context. The Sector Counsellor included an Innovation Attaché in the process. 3. Non-exhaustive examples of derivative results: <ul style="list-style-type: none"> ➤ Paid tasks (50 hours) for the General Consulate in São Paulo from two of the three Danish companies involved in BRAHIT. ➤ An innovation project, arranged by Healthcare Denmark and the Innovation Centres in São Paulo, Seoul and Tel Aviv to promote bilateral cooperation, generating commercial leads and research projects. (Supported economically by the Headquarter of the Innovation Centre Denmark). The aim was to inspire SME's, larger companies and researchers to perform clinical trials in these countries. ➤ Amazonas pilot projects: The telemedicine solution of Cortrium ApS is being tested in the Amazonian jungle and it is expected that a Danish

	solution for snake venom identification from the Danish biotech start-up VenomAid Diagnostics will be incorporated in the same trial set-up.
Approach and methodology	See case narrative above.
Resources required:	<p>Approximately 1/12 man-year to</p> <ul style="list-style-type: none"> - Make the supplementary program and follow-up meetings to support the application for Windows 2 scholarships. - Support establishing the tailored DFC course by guiding the work of DFC. <p>For subsequent synergies with innovation centers or TC, the innovation attaché and trade officer from TC also need to invest resources.</p>
Success Factors	<ul style="list-style-type: none"> ➤ Good and trusted relations to institutions in the partner country and, advantageously, a good network in Denmark ➤ A willingness to put down extra work outside your main “KPI’s” for providing the participants with a very good experience of high relevance and (possible timely) follow-up in search for additional cooperation without any certainty that it will lead to any derived results in terms of PPP or research collaborations within or without Windows 2
Advice to others:	<ol style="list-style-type: none"> 1. Establish strategical relevant and tailored DFC courses and invite a selection of important stakeholders - preferably from a variety of authorities and institutions - to participate. 2. Make use of the possibility (cf. the guidelines for DFC Scholarship program) to extend the stay of the participants to set up a number of relevant high-level meetings with Danish authorities, research institutions and other relevant stakeholders with the purpose of <ul style="list-style-type: none"> ➤ Relation building and matchmaking ➤ In-depth understanding of the Danish system in the given sector ➤ Display of PPP and public and private solutions for branding Denmark. 3. Follow-up upon participants return to partner country to identify interest and possible PPP and research collaborations. 4. Include at an early stage your colleagues from TC and, where possible, the Danish Innovation Center for <ul style="list-style-type: none"> ➤ Internal brainstorming and planning ➤ Participation in the meetings for relation building to stakeholders in Denmark and partner countries.
Links to further information:	Sector Counsellor Brit Borum Madsen, brimad@um.dk , +55 (61) 996678275 for further material or discussions.

Best Practice, Inspiration and Approaches to enhance engagement of the Private Sector in SSC

Title: Demonstrating the public-private partnership that led to the successful implementation of video consultations in Denmark	
SSC Project and phase: Strengthening the primary health sector, phase 1 (about to enter phase two)	
Country: Mexico	Sector: Health
Introduction to context and challenge:	The COVID-19 pandemic created a necessity for remote health services to secure patients' access to healthcare. Several Mexican states wanted to implement video consultations. They were interested in the Danish experiences with the rapid implementation of video consultations, which was developed and implemented through a successful public-private partnership.
Beneficiaries and main institutions involved:	More than 40 Mexican professionals participated representing 23 public health institutions at both federal and state level in Mexico, who were in the process of planning the implementation of video consultations in their states. The Danish participants were from the Ministry of Health including related health authorities such as MedCom and Telepsychiatric Center, a general practitioner and the private company Trifork.
Best practice narrative:	Denmark has valuable experiences with PPP in the health sector and can thus provide inspiration and best practices for the Mexican partners. The area of telemedicine has developed significantly in Mexico, and especially during the COVID-19 pandemic, there has been an accelerated increase in new telemedicine projects. We conducted a series of webinars in the period August – November 2020 to share experiences regarding the rapid implementation of video consultations in Denmark during COVID-19. The nationwide Danish solution ("My Doctor" App) was developed and implemented through a successful PPP between Danish health authorities, the Organization of General Practitioners and the private company Trifork. Therefore, all of these central stakeholders were included as presenters in the workshop to demonstrate the PPP that led to the successful implementation. Throughout the four sessions, the participants learned about the different aspects of importance for the successful implementation of video consultations and the roles of each of the organizations involved. Demonstrating the PPP and showing the solution developed by Trifork also creates opportunity for potential synergies with Trade Council, who can explore opportunities for a company such as Trifork in Mexico, since this workshop shows that their expertise is in demand in Mexico.
Approach and methodology	Telemedicine is a central theme in the SSC and therefore it was quite easy to develop this workshop, since we already had the central organizations on-board. The partners invited the relevant speakers and participants.
Resources required:	The requirement for human and financial resources were very limited, since the activities were conducted online. About 8 hours of webinars in total + preparation and reporting. Only financial resources necessary was the time spent by the Danish participants.
Success Factors	In this specific case, I think that the most important factor is that the relations between the central stakeholders were already established beforehand. Therefore it was quite easy to arrange this workshop. All Danish stakeholder knew each other very well, since they have worked together in several PPP's. Therefore, they supplemented each other very well while at the same time showing many different aspects of the implementation process.
Advice to others:	

Links to further information:	Sector counsellor Amila Zekovic amishe@um.dk +52 55 4341 2768 for more information.
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