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**Meeting in the Council for Development Policy 31 October 2017**

Agenda item 6.a.

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| <b>1. Overall purpose</b>                       | For discussion and recommendation to the Minister            |
| <b>2. Title:</b>                                | Support to the Global Concessional Financing Facility (GCFF) |
| <b>3. Presentation for Programme Committee:</b> | 19 September 2017  |

## Support to the Global Concessional Financing Facility (GCFF), the World Bank

<div><b>Key results:</b><ul style="list-style-type: none"><li>Improved social service delivery for host and refugee populations in Jordan and Lebanon.</li><li>Improved economic opportunities for host and refugee populations.</li><li>Improved access to and quality of infrastructure for host and refugee populations.</li></ul></div> <div><b>Justification for support</b><ul style="list-style-type: none"><li>The contribution is part of Denmark’s continuing efforts to strengthen assistance in areas and countries neighbouring crisis and conflict, targeting internally displaced people, refugees and affected local communities – as per the priorities in the “the World 2030”.</li></ul></div> <div><b>How will we ensure results and monitor progress</b><ul style="list-style-type: none"><li>Active participation in Steering Committee meetings, incl. in donor coordination.</li><li>Enhanced coordination with Danish advisers in the region who may assist in monitoring.</li><li>Direct interaction with World Bank FCV team.</li></ul></div> <div><b>Risk and challenges</b><ul style="list-style-type: none"><li>Lack of coordination with and overlap to similar interventions.</li><li>Accumulation of debt for host countries.</li><li>Resistance to change and capacity constraints.</li></ul></div>	<table><tr><td><b>File No.</b></td><td colspan="4">2017-36545</td></tr><tr><td><b>Country</b></td><td colspan="4"></td></tr><tr><td><b>Responsible Unit</b></td><td colspan="4">HMC</td></tr><tr><td><b>Sector</b></td><td colspan="4">Humanitarian-development nexus</td></tr><tr><td></td><td><i>Mill DKK.</i></td><td><b>2017</b></td><td><b>2018</b></td><td><b>2019</b></td><td><b>Tot.</b></td></tr><tr><td><b>Commitment</b></td><td></td><td>300</td><td></td><td></td><td>300</td></tr><tr><td><b>Projected ann. 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## 1. Introduction

The World Bank Group is emerging as a key partner in the global response to fragility and displacement. The Global Concessional Financing Facility (GCFF) is a relatively new World Bank managed financing mechanisms, both for LDCs and middle-income countries. The initial geographic focus is Jordan and Lebanon.

The GCFF brings down the cost of borrowing for middle-income countries (MICs) coping with a massive influx of refugees. It is a blending mechanism that reduces the overall costs for borrowing for a range of projects in various sectors, provided they benefit both refugee populations and host communities. It promotes the effective delivery of basic services (e.g., education, health) and social protection, expands economic opportunities (e.g., work permits, job creation, crowds in private investment), builds or strengthens critical infrastructure, and provides host countries with vital budget support to better afford the fiscal and financial impact of the refugee crisis. The GCFF has opened the door to using concessional financing in a new way, one that incentivizes countries to provide global public goods.

Denmark's engagement in Syria's neighbourhood is growing stronger, with close partnerships with e.g. the World Bank and the European Union. Denmark is a main contributor to the GCFF, the European Regional Development and Protection Programme (RDPP), to which Denmark is the lead donor, and the EU's Madad-trust fund, to which Denmark is the largest bilateral contributor.

In parallel, Denmark will provide new contributions to the World Bank's Global Program on Forced Displacement (GPDFD) and the State and Peace Building Fund (SPF). Denmark will also be engaged in these instruments addressing fragility as entry points to support a stronger World Bank engagement in fragile contexts.

Common for the above-mentioned instruments is that they address host communities and refugees in Syria's neighborhood. The partnerships prioritize linking a humanitarian with a development response aimed at ensuring long-term sustainable solutions; but doing so with different approaches. The Danish Ministry of Foreign Affairs actively aims to strengthen the coordination, coherence and complementarity between these instruments targeting the refugees and host communities.

The GCFF may also enter into operation in Iraq shortly. It will be a Danish priority to ensure collaboration with the other Danish funded initiatives in, inter alia, Iraq, not least the UNDP managed Financing Facility for Extended Stabilization (FFES). With the strong Danish engagement in the complex environment in Jordan, Turkey, Lebanon and Iraq - with a number of humanitarian, stabilization as well as long-term development actions - it is a priority to ensure close internal coordination among the involved departments in the MFA and with the Embassies and advisers posted in Turkey, Jordan and Lebanon.

## 2. Strategic considerations and justification

The **backdrop** for this contribution is the **Syrian crisis**. More than eleven million Syrians have fled their homes. Over five million have become refugees, most of them in neighbouring countries. Half of Syria's pre-war population is now forcibly displaced.

More than two million **Syrian refugees** today live in Lebanon and Jordan. As a share of their populations, both countries have far more refugees than any other country. This has come at a cost and placed pressure on host communities. Basic public services – such as water, education, and electricity – have become strained, while housing, infrastructure, labour markets, and broader economic stability have all come under stress. The added costs of hosting so many refugees had caused acute financial pressure but it has also contributed to local growth through additional activity.

At the request of Jordan and Lebanon, the World Bank, working closely with the United Nations, the Islamic Development Bank Group, and other development partners, launched in April 2016 the **CFF**; and subsequently expanded with additional funding windows that could allow support to other middle-income countries affected by displacement.

The support to GCFF is fully line with high priority areas of **Denmark's Strategy for Development Cooperation and Humanitarian Action (2017)**. The Strategy identifies peace, security and protection as a priority area. In areas and countries of neighbouring crisis and conflict, Denmark will strengthen its assistance targeting internally displaced people, refugees and affected local communities and through strengthened protection and improved livelihoods, education and employment opportunities contribute to enabling vulnerable communities to pursue a life in safety and dignity without having to move on to other countries.

Denmark will focus particularly on fragile countries and regions characterised by fragility where poverty and vulnerability is widespread, and where there may be a **direct impact on Danish interests**. We respond to crises and conflicts, in particular in the arc reaching around Europe from the east to the south but also in other prioritised, protracted humanitarian crises.

The Strategy further states that Denmark's efforts in fragile contexts will always form part of a **comprehensive international approach**. Denmark will strengthen the coherence between humanitarian responses and development cooperation through measures such as matched financial commitments, joint planning and analyses, common agreements bridging humanitarian and development funds to international and civil society partners and linking of humanitarian action to development-oriented country programmes. It includes – with full respect for the humanitarian principles – comprehensive engagements in fragile and conflict-affected countries and regions.

Where possible, Danish support will be **targeted joint cooperation** with national authorities based on a coherent plan and mutual agreement that set out the framework and long-term goals. The Governments of Jordan and Lebanon are fully involved in the GCFF, and the initiatives supports goals and objectives identified by the two Governments.

Denmark will contribute actively to the efforts to **break down silos across** the humanitarian and development work in the EU, the UN system, the World Bank Group and in the OECD-DAC cooperation and lead by example. In this, Denmark will support innovative EU initiatives and World Bank efforts to provide long-term developmental assistance to states and local communities that receive large groups of refugees and internally displaced people, as exemplified in this contribution.

### 3. Thematic Programme summary.

The World Bank established the GCFF followed the outbreak of war in Syria 2011. This new allocation will support priorities mentioned above by enabling a continuation and expansion of the GCFF during the coming years.

The Facility is a **flexible and innovative financing initiative** that brings down the cost of borrowing for middle-income countries (MICs) coping with a massive influx of refugees. The GCFF supports projects in various sectors, provided they benefit both refugee populations and host communities. The GCFF's financing reduces the overall costs of borrowing for a range of projects. It promotes the effective delivery of basic services (e.g., education, health) and social protection, expands economic opportunities (e.g., work permits, job creation, crowds in private investment), builds or strengthens critical infrastructure, and provides host countries with vital budget support to better afford the fiscal and financial impact of the refugee crisis. The GCFF has opened the door to using concessional financing in a new way, one that incentivizes countries to provide global public goods. The GCFF provides subsidies for Governments in middle-income countries so they can borrow at the same cost as Least Developed Countries.

In its first year of operation, the GCFF received over **\$370 million in pledges from nine Supporting Countries and the European Commission**. This established a basis for reaching the GCFF's financing objective of raising \$1 billion in grants over the next five years to support Jordan and Lebanon, as well as an additional \$500 million that could provide support to other middle-income countries facing refugee crises anywhere in the world. Reaching its fundraising goal of \$1.5 billion would allow the GCFF to provide more than \$6 billion in concessional financing to support refugees and their host communities.

During the first twelve months, the GCFF has **approved funding for the following seven projects** in concessional financing for Lebanon and Jordan:

#### 1) **Economic Opportunities for Jordanians and Syrian Refugees Program-for-Results.**

The aim is to turn the refugee crisis from a drain on Jordan's economy into an opportunity to help fuel the country's economic growth. The \$300 million program, which consists of both grants and loans with concessional interest rates, is helping to close the gaping government budget deficit brought on by the impact of the Syrian war and the influx of huge numbers of refugees. This is allowing the government, for its part, to move forward with three key reforms that are crucial to boosting the Jordanian economy even as the refugee crisis persists: 1) granting Syrian refugees work permits, 2) improving Jordan's investment climate, and 3) attracting investments.

- 2) **Ain Ghazal Wastewater Project (Jordan).** The aim is to improve the operational capacity of the wastewater system serving 1.8 million inhabitants of the Greater Amman and Zarqa areas. The \$48 million project is funding construction of a new 30.4 km wastewater pipeline to link the severely overstrained Ain Ghazal pre-treatment plant on the outskirts of Amman with the As-Samra wastewater treatment plant, Jordan's largest such facility. The need for this project – implemented with support from the European Bank for Reconstruction and Development (EBRD) – stems from unprecedented population growth in the affected area driven primarily by the rapid influx of Syrian refugees.
- 3) **Lebanon Roads and Employment Project.** Its objectives are to both improve the transport connectivity along select portions of the country's paved roads and create short-term jobs for Lebanese and for Syrian refugees. The \$200 million project is expected to directly create about 1.5 million work days through short-term jobs in the construction industry. Substantial additional jobs will be created in Lebanon's supply chain industries and engineering and consultancy services. Local economies will benefit from increased demand for local goods and services, while business competitiveness will improve due to improved road connectivity. The \$200 million project, financed and executed by the World Bank, includes a \$45 million grant from the GCPF.
- 4) **Jordan Energy and Water Development Policy Loan.** The objective of this \$250 million loan is to help Jordan confront severe strains in its electricity and water sectors, along with the two sectors' mounting public debt, both problems brought on by the influx of Syrian refugees. The program provides direct budget support to ease the government's debt servicing bill, and delivers technical assistance to support the government's efforts to reform the energy and water sectors. The reforms aim to improve the financial viability and increase recent efficiency gains in these two key sectors. The program, which is being financed and executed by the World Bank and builds on an earlier Bank assistance program, is officially known as the Second Programmatic Energy and Water Sector Reforms Development Policy Loan.
- 5) **Lebanon Health Resilience Project.** This loan program was designed to increase access to quality health care for thousands of poor families in Lebanon—both Lebanese and Syrian. Health care in Lebanon suffered from structural problems even before the Syrian crisis. The influx of Syrian refugees has put enormous added pressure on health services and contributed to rising tensions in a nation vulnerable to conflict and instability. The \$150 million project is being financed in parallel by the World Bank (\$120 million) and the Islamic Development Bank (\$30 million). It aims to reach 715,000 people.
- 6) **Jordan Emergency Health Project.** This emergency loan program was established to maintain the delivery of primary and secondary health services to poor, uninsured Jordanians and Syrian refugees. The program is initially targeted at helping approximately 2.4 million people (2.1 mio. Jordanians and 331,000 Syrian refugees), though the number of refugees covered may increase. The access of this population to critical health care is at risk, as the influx of large numbers of Syrian refugees has put severe strains on the delivery of basic health services. There is a shortage of health workers, and waiting times have increased.
- 7) **Jordan West Irbid Wastewater Project.** The goal of this loan program is to strengthen Jordan's resilience to the Syrian refugee crisis by addressing urgently needed rehabilitation of the wastewater treatment system in the north of Jordan, which hosts the largest number

of Syrian refugees. Their presence has placed immense strain on already overstretched wastewater services. The total project cost is about EUR 44 million, including a grant of EUR 19 million from the EU Regional Trust Fund in Response to the Syrian Crisis, also known as the Madad Fund, and a EUR 25 million loan from the European Bank for Reconstruction and Development (EBRD).

In September 2016, the GCFF was **expanded to the global level**. Although the GCFF is currently focused on Jordan and Syria, the Facility will now be able to respond to future crises wherever they may arise in the world, by coordinating donor response, speeding up the turnaround on projects, and allowing donors to unlock over four times their donation amounts in development finance. It is proposed to establish a private sector window and include Iraq in the GCFF portfolio.

Denmark's **first (un-earmarked) contribution to the GCFF was DKK 100 mio**. Denmark agreed to the governance structure, operating principles, guidelines and procedures for the Trust Fund through a Contribution Agreement with the World Bank entered in December 2016. The main motivation for the previous as well as the present contribution is that the GCFF is a relevant and innovative facility with its strategic focus in line with Danish priorities, such as on the humanitarian-development nexus and New Way of Working. The GCFF offers a framework that will allow for a more coordinated international response to help middle income countries to address refugee crises wherever they occur. The first results from the GCFF are promising. The GCFF has succeeded to attract considerable funds, establish a reasonably coordinated response, and it has been able to fund seven relevant projects.

The GCFF **Results Framework** consist of funding and financing targets and project specific indicators.

GCFF-funded operations feature a series of development objectives and results indicators to measure the progress and impact of projects

Progress of individual projects is measured through the individual project results frameworks. The Operations Manual provides an M&E template with a subset of results and indicators that focus on how the project addresses the impact of the influx of refugees. Implementing agencies are required to provide two-three key measurable indicators, which can be selected from a list of sample indicators in the Operations Manual, as per the listed sample indicators below:

- Direct project refugee beneficiaries (number), of which female (percentage)
- Direct project host community population beneficiaries

(number), of which female (percentage)

**Improved social service delivery for host and refugee populations**

- Refugees and Host community population receiving improved access to education through project (number), of which female (percentage)
- Refugees and host community population receiving improved access to health services through project (number), of which female (percentage)

### **Improved economic opportunities for host and refugee populations**

- Work permits issued to refugees (number), of which female (percentage)
- Refugee and host community SMEs supported (number)
- Jobs provided to or created for refugee and host community populations (number), of which female (percentage)
- Refugees and host community members trained (number), of which female (percentage)

### **Improved access to and quality of infrastructure for host and refugee populations**

- Refugee and host community population receiving access to improved water sources or improved sanitation facilities/wastewater (number), of which female (percentage)
- Roads rehabilitated or constructed, benefitting refugees and host community (km)

The World Bank is collaborating with UNHCR to develop more elaborate indicators covering refugee populations with a view to enhance monitoring efforts and learning.

As more project results become available, the Coordination Unit will work to report on the impact of the GCFF at an aggregate level. Doing so will require leveraging partnerships with entities that have strong presence and analytical capacity on the ground in refugee-hosting areas. Efforts are already under way in this regard, including outreach to well-placed potential partners in both Jordan and Lebanon.

The **immediate pipeline** for Jordan and Lebanon over the next 18 months are as follows:

#### **Jordan:**

- 1) **Education Sector Program for Results** [200m USD]: Improve performance of education system and delivery of service, and strengthen its resilience in response to the current Syrian refugee crisis and in support of the implementation of the recently launched 10-year National Strategy for Human Resource Development (school infrastructure and maintenance, early childhood education and development and teacher professional development).
- 2) **Social Contract Development Policy Loan** [250m USD]: A main challenge of Jordan's economic growth is insufficient job generation particularly for youth and women. Growth is still well below potential at 2% in 2016 and unemployment increased by 25% in 2016 to



reach 15.3%. This critical challenge has been also compounded by the additional labor supply brought by the influx of refugees competing with Jordanians especially in informal sector. This intervention is envisaged to enhance the job creation and employment for both Jordanians and Syrian refugees, particularly to promote women and youth participation in the labor force.

## **Lebanon:**

The main government priorities and focus of the pipeline is on new projects for infrastructure, with an increased role for the private sector that will generate employment during their implementation, reduce the significant gaps that exist between the demand and need for infrastructure services and the supply, and lay the basis for sustained growth and increased productivity of the economy.

- 1) **The Greater Beirut Urban Transport Project** [250-350m USD]: First Regular Public Transport System for Lebanon in over 50 years; improved Transport Service delivery to the poor and middle income Lebanese and Syrians. It promotes job creation in construction of required infrastructure (pedestrian bridges, dedicated lanes, stations, terminals) estimated at about 1.5 million labor-days. The involvement of the private sector in operations including with potential co-financing, and high Environmental and Climate/GHG benefits (project might also benefit from co-financing by climate funds). The project should yield high economic and social (poor, disabled, gender...) benefits.
- 2) **Lebanon Industrial Upgrading Program** [120m USD]: Advanced state of readiness (project and technical studies completed; initial phase of project implementation to commence in 2017, financed through \$7M from Italian Cooperation). It aims to accelerate economic growth, fuel job creation as well promote public and private investment. This project has potential to increase economic opportunities in highly vulnerable/ poor areas, including communities hosting refugees.
- 3) **Lebanon National Jobs Program** [circa 200m USD] would aim to:
  - ✓ Extend infrastructure services for private sector growth including development the Tripoli Special Economic Zone which is targeting employment for 5,000;
  - ✓ Strengthen business environment, competitive value chains and SME finance and financial sector;

Investments in human capital, including in private sector focused job-seeker platforms, training, and skills development.

## **4. Overview of management set-up**

The GCFF has a governance structure consisting of a **Steering Committee, a Coordination Unit, a Trustee, and Implementation Support Agencies** (ISAs– these are the MDBs or UN agencies that assist with implementation of the approved development projects). The governance structure is laid out in the GCFF Operations Manual (OM), with the principles, features, and objectives that underpin the Facility. Decisions of the Steering Committee are

made in an inclusive and consensus-based manner, either in face-to-face meetings or on the basis of a 14-day “no objection” periods.

The **GCFF Steering Committee** consists of the following decision-making members: Jordan and Lebanon, Canada, Denmark, the European Commission, Germany, Japan, the Netherlands, Norway, Sweden, the United Kingdom, and the United States. The Steering Committee also contains non-decision-making observers— EBRD, EIB, IsDBG, World Bank, and IMF, as well as the UN (represented by the Office of the UN High Commissioner for Refugees and the UN Development programme as well as the UN Resident Coordinators for each Benefitting Country). Jordan and the United States served as the co-chairs of the GCFF Steering Committee from July 2016 to June 2017.

Denmark will mainly use the Steering Committee as venue to advance its priorities. One of the main key priorities is to ensure that gender concerns are included in programming of new activities. Denmark will advance the **following priorities**:

- Coherence between the humanitarian response and development activities for both ongoing and planned projects
- Cost-effectiveness of proposed projects
- Gender sensitivity, including during the initial screening of proposed project ideas.
- Openness, comprehensive monitoring and measurement of results, with a particular focus on actual coverage of refugee needs.
- Efficient project approval and delivery to targeted beneficiaries.
- Enhanced coordination with other similar modalities targeting refugees and host communities, in particular the Madad-fund, to which Denmark is also a major contributor.
- Communication of results.

The **Coordination Unit** facilitates the work of the GCFF by supporting the Steering Committee and serving as a liaison with the Trustee and ISAs. The Unit comprises a small team of professional and administrative staff headed by a program manager assigned by the World Bank.

**Countries seeking GCFF funding** prepare funding requests jointly with an Implementation Support Agency (ISA). ISAs include multilateral development banks such as the World Bank Group, Islamic Development Bank Group, European Bank for Reconstruction and Development, and European Investment Bank, as well as several UN agencies, which can implement GCFF-support operations in exceptional cases. Funding requests are submitted to the GCFF Steering Committee, a body comprised of decision-making members (Supporting Countries and Jordan and Lebanon), as well as non-decision-making observers (ISAs, the United Nations, the IMF, and the Trustee and the Coordination Unit of the GCFF). Steering Committee decisions are made on a consensus basis, and can be taken at both in-person meetings and on a virtual, non-objection basis. When funding requests are approved, funds are disbursed first to ISAs, which in turn disburse the money to Benefitting Countries (BCs) in parallel with the disbursement of funds under the broader project financing package. The GCFF’s work is evaluated on the basis of a Results Framework consisting of four indicators: 1.

contributions raised, 2. amount allocated by GCFF per year, 3. amount of MDB financing made on concessional terms from GCFF, and 4. evaluations by BCs and development partners.

As concerns **risk**, the World Bank is a trusted partner, and the GCFF has a proven track record. The governance and fiduciary arrangements are in place, and the new commitment will follow existing conditions as laid down in the established Trust Fund agreement. The contribution - as such - is therefore low-risk.

On the other hand, engaging in support of refugees and their hosts is a **high-risk endeavor**, but potential rewards are sizable and the risks of inaction are even higher in many situations.

Jordan and Lebanon are both highly indebted. The two countries will accumulate **additional debt** to finance the interventions. The interest rates will, however, be on low concessional terms and for critically needed investments. The Government's would otherwise have paid a higher interest. The World Bank is liaising with IMF on this issue.

The World Bank Group aims to manage and mitigate risks, rather than avoid them. In addition to **project specific risks** (which reflect the specifics of each situation), a second set of risks are linked to the **inherently political nature of the issue**. Success will require progress on policy and institutional issues. Some governments may not be willing or able to implement all actions they have planned. To mitigate these risks, the World Bank will engage in a continuous policy dialogue with the authorities within the context of a broader partnership with other stakeholders. A third set of risks are **operational**. Forced displacement is also a new area for the World Bank, and efforts will be needed to overcome internal capacity constraints, promote consistency across interventions, and ensure that programs go beyond projects and include an adequate element of policy dialogue. To mitigate these risks, the World Bank will strengthen its oversight and support systems to manage implementation, while taking into account that this is expected to be costly.

Furthermore, Denmark has seconded staff to the World Bank's Fragility, Conflict and Vulnerability (FCV) team to strengthen the partnership between Denmark and the World Bank, not least to enhance information flow and learning.

## 5. Programme budget

Target: Total of USD1bio contrib. (by 2021), \$200m (yearly).

Target: \$3b in concessional MDB financing (by 2021), (\$600m yearly). Status as of June 2017 \$1b.

Pledges/Contributions in USD mio. eq.as of 30 June 2017:

Canada	14.80
Denmark	14.52

European Commission	05.36
Germany	21.35
Japan	110.00
Netherlands	27.43
Norway	13.48
Sweden	50.28
United Kingdom	40.30
United States	75.00
TOTAL	372.50 (USD 251 mio. received)

The GCFF is exploring other options as far as new donors are concerned. The main interested parties are Finland, Italy, Switzerland and Austria. GCFF is also in contact with France, as well as with South Korea and Australia, since the GCFF is now global.

## Quality Assurance checklist for appraisal of programmes and projects above DKK 10 million<sup>1</sup>

*The checklist is signed by the appraising desk officer and management of the MFA unit and attached to the grant documents. Comments and reservations, if any, may be added below each issue.*

File number/F2 reference: 2017 - 36545

Programme/Project name: Global Concessional Financing Facility (GCFF). 2017

Contribution: 300 mill. Kr.

Programme/Project period: 2017-2021

Budget: Entirely dependent on donor contributions

Presentation of quality assurance process:

*The World Bank is a trusted partner, and the GCFF has a proven implementation track record and solid pipeline of new initiatives. The governance and fiduciary arrangements are in place, and the new commitment will follow existing conditions as laid down in the Trust Fund agreement. The contribution as such – due to the World Bank's fiduciary record - is therefore considered low-risk.*

*HMC has a close and direct dialogue with World Bank's Fragility, Conflict and Violence Group and the MENA Department in relation to DK priorities. This covers not only the GCFF but also the Global Programme For Forced Displacement (GPFDD) and the State and Peace Building Fund, both of which will also receive Danish contributions in late 2017. This combination of three significant contributions addressing fragility will add to the Danish voice in the World Bank in this area.*

*Furthermore, this will be the second contribution to GCFF. DK participated in the second of the two steering committee meetings held as of September 2017 and got first hand deep and detailed understanding of the GCFF operations and priorities. DK will participate actively in the coming Steering Committee meetings (next one on 29 October 2017) and continue the close dialogue with the World Bank on fragility issues.*

☐ The design of the programme/project has been assessed by someone independent who has not been involved in the development of the programme/project.

*Comments: The set-up of the GCFF has followed the World Bank due diligence process.*

☐ The programme/project complies with Danida policies and Aid Management Guidelines.

*Comments: Yes, fully in line with Development and Humanitarian Strategy and AMG.*

☐ The programme/project addresses relevant challenges and provides adequate response.

*Comments: Yes.*

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<sup>1</sup> This format may be used to document the quality assurance process of appropriations above DKK 10 million, where a full appraisal is not undertaken as endorsed by TQS (appropriation from DKK 10 up to 37 million), or the Programme Committee (appropriations above DKK 37).

- ☐ Comments from the Danida Programme Committee have been addressed (if applicable).

*Comments: Yes. Comments considered in the finalisation Programme Document.*

- ☐ The programme/project outcome is found to be sustainable and is in line with the national development policies and/or in line with relevant thematic strategies.

*Comments: Yes.*

- ☐ The results framework, indicators and monitoring framework of the programme/project provide an adequate basis for monitoring results and outcome.

*Comments: Yes.*

- ☐ The programme/project is found sound budget-wise.

*Comments: Yes.*

- ☐ The programme/project is found realistic in its time-schedule.

*Comments: Yes.*

- ☐ Other donors involved in the same programme/project have been consulted, and possible harmonised common procedures for funding and monitoring have been explored.

*Comments: N/A. Not needed; existing set-up.*

- ☐ The Danida guidelines on contracts and tender procedures have been followed.

*Comments: N/A.*

- ☐ The executing partner(s) is/are found to have the capacity to properly manage and report on the funds for the programme/project and lines of management responsibility are clear.

*Comments: Yes.*

- ☐ Risks involved have been considered and risk management integrated in the programme/project document.

*Comments: Yes.*

- ☐ In conclusion, the programme/project can be recommended for approval: yes

- Issues related the HRBA/Gender have been considered adequately
- Issues related to Green Growth has been considered if applicable
- Environmental risks are addressed by adequate safeguards when relevant

Date and signature of desk officer: 17.10.2017, Jakob Rogild Jakobsen

Date and signature of management: 17.10.2017, Stephan Schönemann