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<p><b>Key results:</b> The project expects to deliver the following results:</p> <ol style="list-style-type: none"> <li>1) Strengthened institutional capacities for sustainable and climate resilient urban wastewater management in Tema</li> <li>2) A long-term plan and strategy for reduction of Non-Revenue Water</li> <li>3) Strengthened institutional relations and coordination of information and data collection between partners</li> </ol> <p><b>Justification for support:</b> Poor water quality and untreated waste water running in open gutters directly into lagoons and the sea where people are living has a significant negative impact on the environment and the lives of people, especially the most vulnerable part of the population. According to a study from WHO app. 70% of all diseases in Ghana are somehow related to water. The city of Tema has a determined political will to change these conditions, and the partnership with the City of Aarhus / Aarhus Vand will be instrumental in this transition towards safe and sustainable managed waste water. It is expected that the experiences from Tema will influence national policies and regulation.</p> <p>The overall aim is to gain a holistic understanding of how to develop and use the waste-water management plan, how to implement and continuously strengthen the plan and finally how to engage stakeholders and the citizens in this process. Finally the Tema waste-water management plan will serve as a pilot case for the Ghana Env. Protection Agency and Ministry of Local Governance and Development.</p> <p>The Mayor of Aarhus, followed by a delegation including the vice mayor, the city CEO, directors and others, will visit Tema and other partners in Ghana from the 23 – 27 March, 2020. During this visit, it is expected the roadmap for Tema will be presented at overall level to make the partnership and vision more tangible.</p> <p><b>Major risks and challenges:</b> Lack of commitment and participation from relevant stakeholders and potential conflicting formal and informal commercial interest are identified as risks. Regularly meetings with the stakeholders in the Steering Committee is a mitigating measure.</p>	File No.	2020-10704																					
	Country	Ghana																					
	Responsible Unit	GDI																					
	Sector	14010 Water sector policy and administrative management																					
	Partner	Municipality of Aarhus																					
	DKK million	2020	2021	2022	Total																		
	Commitment	9.60			9.60																		
	Projected ann. Disb.	3.08	3.44	3.07	9.60																		
	Duration	March 2020 – December 2022																					
	Previous grants	1,520,000 (inception phase)																					
	Finance Act code	§06.38.02.14																					
	Head of unit	Ole Thonke																					
	Desk officer	Jan Wesarg Riemer / Jakob Haugaard																					
	Financial officer	Christina Hedegård Hyttel																					
	<b>Relevant SDGs</b>	<table border="1" style="width: 100%; text-align: center;"> <tr> <td> No Poverty</td> <td> No Hunger</td> <td> Good Health, Wellbeing</td> <td> Quality Education</td> <td> Gender Equality</td> <td> Clean Water, Sanitation</td> </tr> <tr> <td> Affordable Clean Energy</td> <td> Decent Jobs, Econ. Growth</td> <td> Industry, Innovation, Infrastructure</td> <td> Reduced Inequalities</td> <td> Sustainable Cities, Communities</td> <td> Responsible Consumption &amp; Production</td> </tr> <tr> <td> Climate Action</td> <td> Life below Water</td> <td> Life on Land</td> <td> Peace &amp; Justice, strong Inst.</td> <td> Partnerships for Goals</td> <td></td> </tr> </table>					 No Poverty	 No Hunger	 Good Health, Wellbeing	 Quality Education	 Gender Equality	 Clean Water, Sanitation	 Affordable Clean Energy	 Decent Jobs, Econ. Growth	 Industry, Innovation, Infrastructure	 Reduced Inequalities	 Sustainable Cities, Communities	 Responsible Consumption & Production	 Climate Action	 Life below Water	 Life on Land	 Peace & Justice, strong Inst.	 Partnerships for Goals
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 Climate Action	 Life below Water	 Life on Land	 Peace & Justice, strong Inst.	 Partnerships for Goals																			

### Strategic objectives:

The overall development objective is to have a well-functioning and sustainable system for provision of sufficient and high quality water for its citizens and businesses in Tema as well as reduced environmental pollution due to improved collection and treatment of wastewater.

### Justification for choice of partner:

During the inception phase the City of Aarhus has identified how and who it will work with. The key partner will be the Municipality of Tema. This is in line with the overall concept of working peer-to-peer.

### Summary:

Access to clean drinking water in and around Tema faces several institutional and external challenges such as: urbanization, growth rates, climate change, lack of sufficient finance for upfront investment and unsustainable revenue flows for operation and maintenance. The project will address some of the main institutional challenges related to water management in Tema.

### Budget:

Personnel – Danish Authority	4,834,121
Reimbursable Costs for Danish Authority Staff	1,545,058
Activities, Including Capacity Development	720,000
Consultancies* (max. 30% of grand total)	1,300,000
Unallocated funds (max 20% of grand total)	1,199,209
<b>Total DKK</b>	<b>9,598,388</b>



CITY OF  
AARHUS



# Project Document for Strategic Sector Cooperation on Urban Water

**Denmark and Ghana**

**March 2020**

<b>General information</b>	MFA File no. 2020-10704
<b>Project Title</b>	Strategic Sector Cooperation on Urban Water (SSC)
<b>Partner Country</b>	Ghana
<b>Project duration</b>	3 years (March 2020 – December 2022)
<b>Total budget (DKK)</b>	9.598.388 DKK
<b>Thematic focus</b>	Urban drinking water, wastewater and climate adaptation.
<b>Partner Public Authority  Contact person and contact details</b>	<p>Tema Metropolitan Assembly Mr. Frank Assante Tel.: +233 24 178 1179 E-mail: <a href="mailto:asanteberg72@yahoo.co.uk">asanteberg72@yahoo.co.uk</a></p> <p>Ghana Water Limited Company Mr. Stanley Nii Kley Martey Tel.: +233 24 433 6180 E-mail: <a href="mailto:smartey@gwcl.com.gh">smartey@gwcl.com.gh</a></p>
<b>Responsible Danish Public Authority  Contact person and contact data</b>	<p>Municipality of Aarhus Project Manager Mr. Niels Cajus Pedersen Tel: +45 2920 8150 E- mail: <a href="mailto:ncp@aarhus.dk">ncp@aarhus.dk</a></p>
<b>Danish Embassy Head of Representation Sector Counsellor</b>	<p>Accra Mrs. Tove Degnbol Mr. Ole P. Stubdrup Tel: +233 55 265 0332 E-mail: <a href="mailto:olestu@um.dk">olestu@um.dk</a></p>
<b>Summary of back- ground analysis and key strategic choices</b>	Having an average rainfall well above the world average Ghana is endowed with plenty of water resources in most parts of the country, and for decades there has been a constant progress in water supply development and wastewater management. Nonetheless, it is

clear there is still a lot to do and a long way to reach the UN SDG's by 2030.

Ghana has a strong and coherent set of policies, strategies and plans for sustainable development of the water sector. The mandate and roles of institutions are relatively well, with the state agency (company) Ghana Water Company Limited (GWCL) as the responsible institution for urban water supply. The responsibility of wastewater management is decentralized to the local level, e.g. in the case of Tema Metropolitan Assembly (TMA), where the Ghana EPA has a specific role in relation to industries.

In this context, GWCL and TMA are the relevant key partners in the Strategic Sector Cooperation on Urban Water (hereafter called SSC with the EPA as an affiliated stakeholder.

Despite the clear mandates and roles, the enforcement of the regulation and sustainable implementation of strategies and plans is a challenge, which needs further attention, and this is the overarching theme of the SSC. This also includes activities on tariffs (politically defined by the state agency Public Utilities Regulatory Commission (PURC)), revision of bylaws, and strengthened institutional coordination as embedded in the SSC. Specifically, for Tema, the fact, that the existing wastewater treatment system has a spatial coverage of three municipalities is an institutional challenge that needs to be addressed in order to achieve improved wastewater services in Tema.

The modern City of Tema was originally planned and constructed in the mid-sixties and has since then expanded rapidly to become the commercial and industrial hub that we know today.

This significant expansion of the city, lack of coordination, insufficient investments in new and resource efficient water infrastructure over the years, has resulted in water and wastewater systems that are lacking behind the needs and demands of the population.

Clear indicators of this development are the levels of Non-Revenue Water above 50%, and the under-capacity of the water supply system in old communities of Tema, and even more severe in urban areas under development. Also, the low levels of water revenue collection, in terms of number of citizens contributing, is a clear sign of insufficient administrative and institutional measures.

Furthermore, the lack of coordination between water infrastructure planning and urban planning is one of the issues that contributes to insufficient water supply and poor wastewater management.

Moreover, in the area of wastewater, a non-functional treatment plant and a degraded sewer system is leading to alternative and unhealthy solutions on wastewater discharge and management having negative impact on the environment and the health of people. Effluents that in many cases are floating to the natural lagoons have very negative impact on the environment and the health and liveability of the people living along the streams and lagoons.

Looking at the industrial area of Tema, the above-mentioned challenges are also present here, with the additional challenges of lack of proper management of hazardous wastewater from a broad spectrum of industries, e.g. pharmaceutical, agro chemicals, industrial production, and oil refineries. Industries, that according to regulations, need to hold discharge permits from EPA and supervised by TMA.

These are some of the key challenges that need to be addressed and presently contribute to the unsustainable water infrastructure systems and services that do not meet the demands and expectations of the population and industries. This may lead to informal and unregulated water supply and wastewater management solutions.

The abovementioned challenges and clear needs for improvements of the water management are driven by multiple factors, where some of the most important are: urbanization, growth rates, climate change, lack of sufficient finance for upfront investment but also unsustainable revenue flows for operation and maintenance.

This situation is not sustainable and has a negative impact on people's livability. It reduces growth and job creation, affects the environment and has significant implications for the health of people.

On that backdrop, Tema Metropolitan Assembly (TMA) has initiated an overall political agenda to improve water supply and sanitation, solve the problem of flooding and improve recreational areas.

There is a strong political will and a pressure from the population to drive this agenda and change the present situation. This calls for a clear strategy and operational plan for rehabilitation, proper institutional setup for operation and maintenance, strengthening of enforcement, and exploration of fiscal framework to achieve the desired change and development of good and safe water services for all in Tema.

However, Tema has a clear political determination to change the situation and elevate the standard of living for the citizens, and a focus to operationalize these policies through partnerships on institutional capacity building and skills development. TMA also drives discussions and assessment of financing modalities e.g. Danida Sustainable Infrastructure Fund (earlier Danida Business Finance) for the

full-scale rehabilitation of the wastewater plant and sewer system in Tema. A project with estimated costs above 50 mio. US\$ and a timeframe of several years before start of construction.

In this context, a strong partnership and peer-to-peer cooperation between the responsible public authorities, in the City of Aarhus and TMA / GWCL, including other key stakeholders, like the Ghanaian EPA, private sector and civil society, and not least the two neighbouring municipalities, will have the potential to define an operational path forward. The intention is to elevate learnings and results to national level, though line ministries and at national and international workshops e.g. C40, IWA2020 in Copenhagen, IWC2021 in Senegal.

This has been confirmed during the meetings and discussions the past months by the strong engagement and support at political and management level among the involved partners. It is also very clear that there is a mutual interest and trust among the partners to share perspectives and experiences, building a common ground for the process of defining the key issues of the partnership. The result is a focus on institutional, financial, structural, administrative and technical aspects in the area of non-revenue water and wastewater management, including climate resilience of water infrastructure and inputs to coordination between water infrastructure and urban planning as explained more in detail in annex A and B.

The SSC will engage where relevant with other stakeholders at national and local level to share results and learnings, and also seek synergies and solutions in dialogues with DFI's, NGO's, donors, academia / research and last but not least the private sector in Ghana and Denmark.

Finally, the SSC is contributing to maintain the long bilateral relations between Ghana and Denmark during the present transition from aide to trade, as Ghana has become a lower-middle income country.

#### Method of work

A close dialogue and sharing of learnings and solutions at system and operational level are solid evidence based inputs for decision makers and technicians that contributes to support and accelerate the implementation of visions and strategies for sustainable water supply and wastewater management.

Capacity building will take place at workshops, meetings and peer-to-peer training with staff from Aarhus and TMA and GWCL. The main targets of the capacity building will be employees at TMA and GWCL who will acquire knowledge to train local staff.

	<p>In between missions to Tema and Aarhus, the acquired skills are expected to be practised by the local staff and evaluated with the Danish employees on subsequent missions. Training material will be developed during the project and where relevant the training of trainers approach will be used.</p> <p>Visits to Aarhus from TMA and GWCL will give key personnel state-of-the-art knowledge of solutions on water management, bring inspiration and serve as input for discussions on how to approach challenges in TMA.</p>
<p><b>Linkages to UN Sustainable Development Goals</b></p>	<p>The SSC on urban water contributes to several SDG targets (sub-goals), some of the most important are:</p> <p>3.9 Substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination</p> <p>6.1 Access to safe and affordable drinking water for all</p> <p>6.3 Improvement of water quality</p> <p>6.4 Increasing water-use efficiency</p> <p>6.6 Protection and restoration of water-related ecosystems</p> <p>13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning</p> <p>17.16 Enhance the global partnership for sustainable development</p>
<p><b>Project Logic (Theory of Change)</b></p>	<p>The overall ambition of the SSC on Urban Water is to establish an enabling environment, develop drivers, institutional measures and capacities that contribute to drive positive change of sustainable water and wastewater infrastructure in Tema. The partnership builds on a strong mutual peer-to-peer engagement. It supports the development of a vision and a roadmap, which has clear steps forward for the development of institutional and administrative measures; capacity development on operations and maintenance; as well as introduction of innovative resource efficient technologies. Overall, the development of the wastewater management plan, including climate resilience, is foreseen to provide a strengthened common understanding and clear priorities.</p> <p>These coherent engagements will gradually contribute to strong institutional capacities; a stronger coordination and mutual understanding among relevant stakeholders; an enabling environment for investments in cost effective and sustainable rehabilitation; and improved operations and maintenance of the water and wastewater</p>

	<p>system in Tema. These interventions will lead to increased level of water services, livability and climate resilience of the city.</p> <p>Some of the assumptions for the planned development (change) are: The political focus and the support at management level in TMA and GWCL will continue, also beyond the national elections ultimo 2020. The engagement and prioritization of the neighboring municipalities will be crucial for the definition of an institutional setup of the inter-municipal wastewater management entity. The involvement and positive engagement of the private sector and the participation of Ghana EPA will also be key to find sustainable solutions on industrial wastewater management. Finally, the involvement and good will of the informal sector, and the balancing of commercial interests will be issues that needs attention.</p>
<b>Main objective of SSC project</b>	<p>The overall <i>development objective</i> is Tema having a well-functioning and sustainable system for provision of sufficient and high quality water for its citizens and businesses as well as reduced environmental pollution due to improved collection and treatment of wastewater.</p> <p>The <i>immediate objective</i> is strengthened institutional capacity and coordination among key stakeholder in the space of climate resilient water and wastewater services in Tema.</p>
<b>Outcome A</b>	<b>A long-term plan and strengthened institutional setting, organizational structures, capacities, skills, and procedures for sustainable and climate resilient urban wastewater management, underpinning the livelihood of citizens and a cleaner environment.</b>
Output A.1	Strengthened inter-institutional relations, knowledge and operational procedures on wastewater issues.
Output A.2	A draft long-term strategy and wastewater plan consolidated at municipal level and disseminated nationally.
Output A.3	Strengthened institutional and technical skills and capacities in relation to operation and maintenance of the wastewater system.
Output A.4	Improved tender documents for rehabilitation of wastewater treatment plant, septic sludge station and sewers.
<b>Outcome B</b>	<b>A long-term plan and strategy for reduction of Non-Revenue Water (NRW) including as strengthened systems, capacities, skills, and procedures to bring down NRW and increase the level of financial and technical sustainable drinking water services for all.</b>



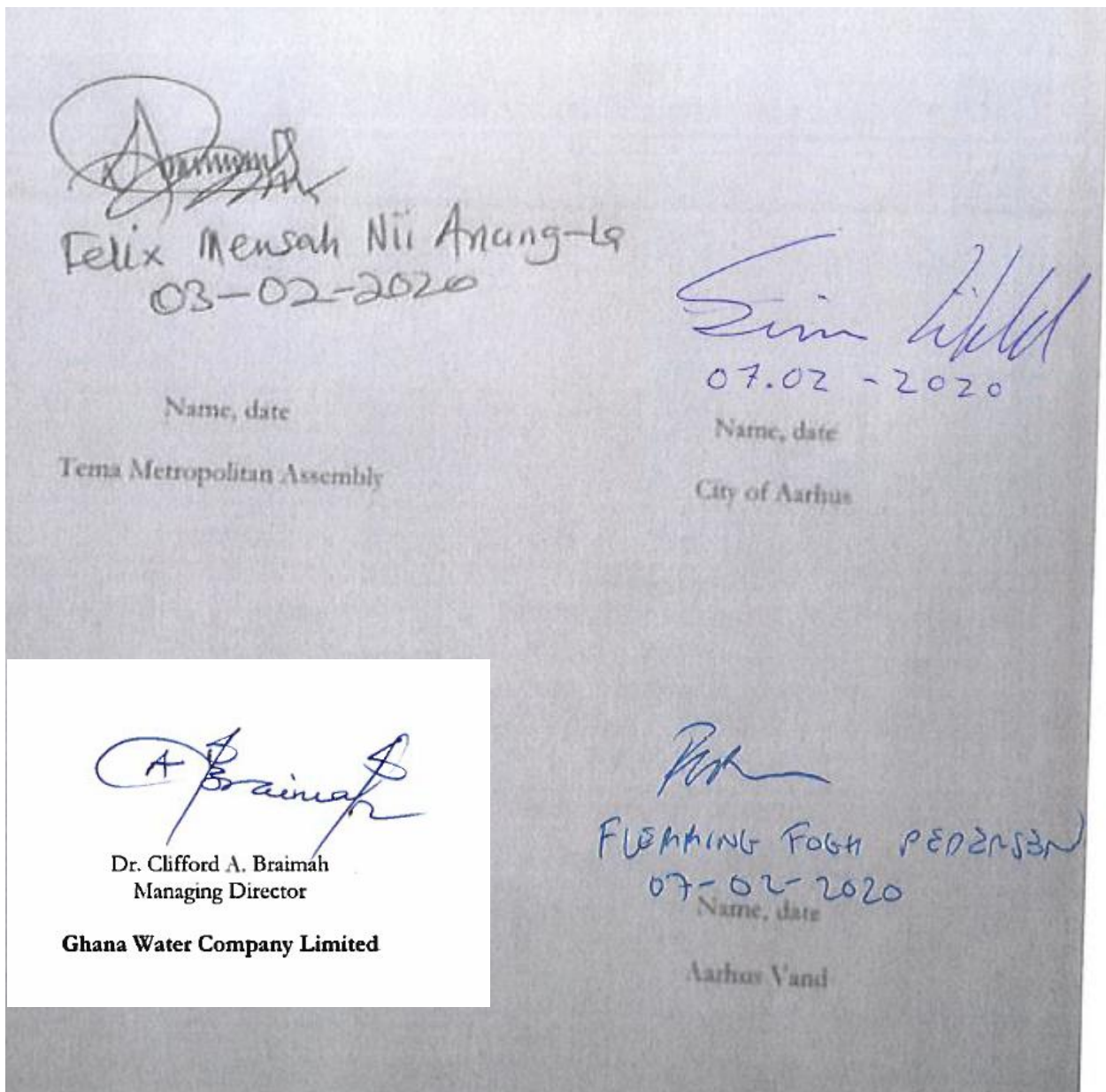
Output B.1	A systematic NRW data collection and management plan tested in a pilot area.
Output B.2	A draft financial and technical pipeline asset management system and investment strategy.
Output B.3	Strengthened institutional NRW reduction capacity and skills development.
Output B.4	Improved tender documents for rehabilitation of water supply pipelines
<b>Outcome C</b>	<b>Strengthened institutional relations and coordination of information and data collection between partners</b>
Output C.1	Draft procedures for strengthened local water infrastructure planning and coordination between TMA and GWCL and other stakeholders
Output C.2	Recommendations for innovative tariffs modalities covering both drinking water and wastewater
Output C.3	Recommendations for improved coordination between partners on Climate Resilience of water infrastructure
<b>Outcome D</b>	<b>Effective and timely project management, communication and divulgation of results and learnings at local and national level.</b>
<b>Assumptions and risks</b>	<p>Assumptions:</p> <ol style="list-style-type: none"> <li>1. Continued strong diplomatic relations between Ghana and Denmark is a pre-condition for a successful collaboration.</li> <li>2. Stability in the overall macro economy and the national policy framework and priorities in Ghana and Denmark.</li> <li>3. Political and management level support to the implementation in involved key partner institutions.</li> <li>3. Transparency and mutual trust at all levels is paramount for a joint success.</li> <li>4. Financial measures and staff resources within key partners in Ghana and Denmark are prioritized and timely allocated for the planned activities.</li> <li>5. Organizational and staff stability is key during the cooperation.</li> </ol> <p>Risks:</p>

	<p>1. Lack of commitment and participation from relevant stakeholders such as neighboring municipalities, Ghana EPA, the private sector and Tema harbor authority. Regularly meetings with the stakeholders, sharing of useful information and gradually involvement in activities will encourage engagement and commitment.</p> <p>2. Lack of dialogue between partners and will to comply the regulatory framework. The commitment to the project on highest level in the partnering organisations will help maintain the dialogue during the project but continued efforts to involve key stakeholders e.g. the private sector and civil society will be very important.</p> <p>3. Conflicting formal and informal commercial interest might pose risk for the final rehabilitation of the wastewater treatment plant, and will initially be addressed in a study managed outside this SSC.</p>
<p><b>Management set-up</b></p>	<p><b>Steering Committee:</b></p> <ul style="list-style-type: none"> <li>• CEO, City Manager of Aarhus, Mr. Niels Højberg</li> <li>• Managing Director, Department of Technical Services and Environment, City of Aarhus, Mr. Henrik Seiding</li> <li>• Director, Planning and Environment, City of Aarhus, Mrs. Luise Pape Rydahl</li> <li>• Ambassador of Denmark to Ghana: Mrs. Tove Degnbol</li> <li>• Tema Metropolitan Assembly, Managing City Director Mr. Alhaji Shehu Kadiri</li> <li>• Ghana Water Company Limited, Managing Director Mr. Clifford A. Braimah</li> <li>• Sector Counsellor Mr. Ole Pilgaard Stubdrup.</li> </ul> <p>The yearly ordinary Steering Committee meeting is conducted in the 1st quarter of each year.</p> <p><b>Operational Management Team:</b></p> <ul style="list-style-type: none"> <li>• Project Manager TMA: PRO Mr. Frank Assante</li> <li>• Project Manager GWCL: PRO Mr. Stanley Martey</li> <li>• Project Manager, City of Aarhus, Mr. Niels Cajus Pedersen</li> <li>• Head of Operations, Aarhus Vand A/S, Mr. Flemming Fogh Pedersen</li> <li>• Sector Counsellor, Mr. Ole Pilgaard Stubdrup.</li> </ul>

	<p>The yearly Operational Management Team meeting is conducted in the 3<sup>rd</sup> quarter of each year.</p> <p>Extraordinary meetings can be determined between partners.</p> <p>Technical working groups are expected to be defined and members hereof will be appointed according to the specific topics.</p> <p>The formal involvement of relevant external stakeholders will be assessed gradually and decided on when relevant, e.g. Ministry of Water Resources, EPA, Universities, etc.</p>
<p><b>Contributions from Danish Public Authority</b></p>	<ul style="list-style-type: none"> <li>• Participation in Steering Committee at sufficiently high level</li> <li>• Participation in Operational Management Team</li> <li>• Provide expertise by use of own staff</li> <li>• Commit to regular stays in Tema for workshops, joint projects and other teamwork</li> <li>• Manage and administer the use of external experts and consultants</li> <li>• Reporting on project progress and results including accounts</li> <li>• Communicate activities and results to Danish stakeholders</li> <li>• Participation in network and other relevant dialogs with stakeholders on national and international level</li> </ul>
<p><b>Contributions from partner authority</b></p>	<p>From both partners TMA and GWCL the following contributions are expected:</p> <ul style="list-style-type: none"> <li>• Participation in steering committee by high level official</li> <li>• Appointing a project manager to the Operational Management Team. The project manager must be available for dialogue on a regular basis.</li> <li>• Allocation and availability of staff resources (working hours) to the planned activities, workshops, missions and working groups – as well as staff needed to progress on agreed activities between the scheduled visits in Denmark or Ghana.</li> <li>• Sharing of all data available at the partners necessary for the activities and outcomes described in Annex A and B.</li> </ul>

Budget	2020	2021	2022	Total
	DKK	DKK	DKK	DKK
Personnel – Danish Authority	1.527.007	1.776.707	1.530.406	4.834.121
Reimbursable costs for Danish Authority Staff	493.845	491.040	560.173	1.545.058
Activities, including Capacity development	160.000	280.000	280.000	720.000
Consultancies (max 30% of grand total) (*)	500.000	500.000	300.000	1.300.000
Unallocated funds (max. 20% of grand total)	399.209	400.000	400.000	1.199.209
<b>Grand total</b>	<b>3.080.061</b>	<b>3.447.747</b>	<b>3.070.579</b>	<b>9.598.388</b>

Authorised Signatures / date:



## Annex 9 - Quality Assurance checklist for appraisal of programmes and projects<sup>1</sup>

File number/F2 reference: 2020-10704

Programme/Project name: “Ghana - w Cooperation on Urban Water” (phase I)

Programme/Project period: March 2020 – December 2022

Budget: 9.6 mio. DKK

### **Presentation of quality assurance process:**

The preparation of Phase I projects under the Strategic Sector Cooperation Facility follows the SSC guidelines. The preparation and decision making process consists of three steps:

- 1) Formulation and implementation of an inception phase project. During this process, the partners and areas of cooperation are identified;
- 2) Preparation of the required project document, annual work plans, budget and a background study, which includes a context analysis and a basic base line assessment. Prior to the official submission of the signed project document, a quality assessment dialogue takes place between the Secretariat for Strategic Sector Cooperation and the Danish authority;
- 3) Approval of the project document, which is signed by the local and Danish partner. The Secretariat for Strategic Sector Cooperation validates that the required information and analysis is included as per the SSC guidelines. Projects with a total value of 10 million DKK or above are approved by the Minister for Development Cooperation.

**□ The design of the programme/project has been appraised by someone independent who has not been involved in the development of the programme/project.**

The SSC guidelines does not include an independent appraisal. However, there was a review of the overall Strategic Sector Cooperation Facility Initiative in 2017 and an evaluation is on-going (2019-2020). Two persons in the Secretariat assess the draft project documents. Subsequently, the project manager in the Danish authority makes the necessary adjustments.

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<sup>1</sup> This Quality Assurance Checklist should be used by the responsible MFA unit to document the quality assurance process of appropriations where TQS is not involved. The checklist does not replace an appraisal, but aims to help the responsible MFA unit ensure that key questions regarding the quality of the programme/project are asked and that the answers to these questions are properly documented and communicated to the approving authority.

**□ The recommendations of the appraisal has been reflected upon in the final design of the programme/project.**

N/a (see above).

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

The SSC project complies with the SSC guidelines and Danida policies. The SSC guidelines draw on the overall principles and concepts of the Aid Management Guidelines.

**□ The programme/project addresses relevant challenges and provides adequate responses.**

Yes.

**□ Issues related to HRBA/Gender, Green Growth and Environment have been addressed sufficiently.**

The SSC guidelines doesn't include issues related to HRBA and gender directly. Green Growth and environment issues are often covered by the SSC projects.

**□ Comments from the Danida Programme Committee have been addressed (if applicable).**

N/a.

**□ The programme/project outcome(s) are found to be sustainable and is in line with the partner's development policies and strategies. Implementation modalities are well described and justified.**

The focus areas are defined and the project document is elaborated in collaboration between the Danish authority and its key partner, and finally agreed at management level before submitting to the SSC Secretariat. Basic project outcomes are described in the project document.

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

Considering the nature of the partnership between Danish and local authorities the results framework in the project document is considered adequate.

**□ The programme/project is found sound budget-wise.**

Yes. The SSC project budget follows the SSC guidelines and budget templates complying with the budget guidelines issued by the Ministry of Finance (budgetvejledningen) and the principles for the calculation of overhead for state agencies (vejledning om prisfastsættelse) from the Agency for Modernisation.

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

Flexibility in the design and implementation modalities are important features of the SSC projects, and is one of the prerequisites of the SSC approach for relevance and results. Hence, changes in the actual implementation is frequent.

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

As part of the inception phase and phase I other donors are often consulted.

**□ Key programme/project stakeholders have been identified, the choice of partner has been justified and criteria for selection have been documented.**

The Strategic Sector Cooperation Facility has many similarities with a traditional twinning scheme, which explains the partner choice.

The Danish partner was identified through a strategic match making process in 2016-17 where local demands were matched with Danish competencies in public authorities. The local partner was identified during the inception phase of the Strategic Sector Collaboration project in 2019. Typically, the Danish authority works with its “sister organisation”. This is also the case in a. Ghana.

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

The SSC projects are implemented directly by the Danish partner.

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

A basic risk assessment is included in the project document.

**□ In conclusion, the programme/project can be recommended for approval: yes**

Date and signature of desk officer: 4 March 2020 Jakob Haugaard

Date and signature of management: 4 March 2020 Ole Thonke