

# Strategic Sector Cooperation in Statistics between Denmark and Morocco, Phase I


















**Key results:** The Strategic Sector Cooperation on statistics in Morocco aims at providing the Moroccan society with reliable data sources in order to make transparent and knowledge based decision. The cooperation is expected to contribute to the following outcomes:

- Commitment to an IT system where data is kept secured and confidential
- Replacement of manual processes by digital data reception
- Procedures for quality principles are formalized and integrated into all levels of the statistics production
- Increased use of administrative data in the production of statistics
- Increased user orientation of statistic services
- Improved environmental statistics (cooperation with the Danish Environmental Protection Agency)

**Justification for support:** The Moroccan statistical authorities are in the process of modernizing the national statistical system of Morocco. This is in order to meet new economic and social trends in society. At present, the adoption of “Law on the National Statistical System” is about to be finalized. A main characteristic of the law is that one administrative body (Haut-Commissariat au Plan, HCP) will be appointed as the coordinator of all national statistics. This will be an important move in a quite decentralized statistics system with many producers of statistics beside HCP. Among others by supporting digitalization.

The benefits of digital statistical production (e.g. collecting data across governmental sectors) are manifold, and allow for more regular data collection on a larger number of topics thus creating more knowledge on the Moroccan society.

**Major risks and challenges:** Lack of willingness to share available data can affect the quality of the technical assistance provided. In addition sufficient capacity at HCP to receive technical assistance is crucial in order to create sustainable results. The main mitigation measure addressing both these risks are the already strong partnership between Statistics Denmark and HCP indicated among others by the fact that the Danish side (advisor) have been offered an office HCP twice a week.

<b>File No.</b>	2020-8943				
<b>Country</b>	Morocco				
<b>Responsible Unit</b>	GDI				
<b>Sector</b>	13010, Population policy and administrative management				
<b>Partner</b>	Statistics Denmark				
	<i>DKK mill</i>	<b>2020</b>	<b>2021</b>	<b>2022</b>	
<b>Commitment</b>	9,6			<b>Tot.</b> 9.6	
<b>Projected ann. disb.</b>	2.87	3.04	1.99	9.6	
<b>Duration</b>	2020-2022				
<b>Previous grants</b>	1,250.000				
<b>Finance Act code</b>	§06.38.02.14				
<b>Head of unit</b>	Ole Thonke				
<b>Desk officer</b>	Tilde Hellsten /Signe Refstrup Skov				
<b>Reviewed by CFO</b>	Marie Gro Svenstrup				
<b>Relevant SDGs</b>					
 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	

## Strategic objectives:

The Strategic Sector Cooperation on statistics in Morocco aims at improving the framework conditions of the Moroccan statistical authorities in general and improve a sustainable source of data and statistics in Morocco.

## Justification for choice of partner:

The Danish partners were identified through a strategic match making process in 2016-17 where local demands were matched with Danish competencies in public authorities. The local partners were identified during the inception phase of the Strategic Sector Collaboration project, which commenced in 2019. Typically, the Danish authority works with its “sister and affiliated organisations”. This is also the case in this SSC on statistics in Morocco.

## Summary:

Taking a strong stand in the experiences and regulations (e.g. quality principles) that Statistics Denmark bases its organization on this Strategic Sector Cooperation will contribute to improve the framework conditions of the Moroccan national statistical body (HCP).

## Budget:

Personnel – Danish Authority	6,164,639
Reimbursable costs for Danish Authority Staff	1,359,479
Activities, including Capacity development	380,900
Consultancies (max. 30% of grand total)	982,200
Unallocated funds (max. 20% of grand total)	712,981
<b>Total DKK</b>	<b>9,600,000</b>

MFA File No: 2018-  
46901

**Project Document for Strategic Sector Co-  
operation in  
Statistics  
  
between  
  
Denmark and Morocco**

<b>General information</b>		MFA File no. 2018-46901
<b>Project Title</b>	Support to Morocco's ongoing efforts to improve the quality and digitalisation of official statistics	
<b>Partner Country</b>	Morocco	
<b>Project duration</b>	36 months	
<b>Total budget (DKK)</b>	9,600,000. 00 DKK	
<b>Thematic focus</b>	The overall thematic focus is to support HCP in their work towards improving the quality, data coverage, data systems, digitalisation as well as dissemination and use of official statistics in the Moroccan society.	
<b>Partner Public Authority Contact person and contact details</b>	Haut Commissariat au Plan, Rabat, Morocco Hasnae Fdhil, Head of Communication and Cooperation, h.fdhil@hcp.ma, +212 537 57 69 00	
<b>Responsible Danish Public Authority Contact person and contact data</b>	Statistics Denmark, Copenhagen, Denmark Charlotte Juul Hansen, Chief Adviser/Section Leader in International Consulting Section, cjh@dst.dk, +45 3917 3937	
<b>Danish Embassy Head of Representation Sector Counsellor</b>	Embassy of Denmark in Morocco, Rabat Nikolaj Harris, Ambassador, nikhar@um.dk Peter Vig Jensen, Sector Counsellor, petjen@um.dk	
<b>Summary of background analysis and key strategic choices (max 2 pages)</b>	<p>The task of Haut-Commissariat au Plan (HCP) is to produce statistics on Morocco as well as to conduct studies on demographic, social and economic issues.</p> <p>The legal basis for producing statistics is from 1968. A number of other laws and decrees have since then been issued like the Law on Census of Population and Housing. In an effort to modernise the national statistical system in Morocco and meet new economic and social developments, a draft "Law on the National Statistical System" was put forward in 2015. The Government has however, not yet adopted the law. With the approval of this law, the role of HCP as the coordinator of the national statistical system in Morocco will be strengthened. This will be an important move in a quite decentralised statistics system with many producers of statistics besides HCP.</p> <p>A three-year development plan for the period 2018-2021 as well as the annual statistical programme guides the work of all HCP Directorates including the General Directorate of Statistics and</p>	



#### National Accounts in HCP.

HCP started in 2007 its venture towards a more digital and modern statistical production system with the introduction of the first computer-assisted personal interviews for the labour force survey. However, in order to leap forward, HCP has recently made the digital transformation a strategic priority of the institution. This approach also goes hand in hand with the national strategy of Morocco from 2019 to move forward with a digital public sector.

The benefits of a digital statistical production are manifold with a more efficient statistics production allowing for more regular data collection on a larger number of topics thus creating more knowledge on the Moroccan society for evidence-based decision-making and monitoring of international agendas like the SDGs.

Statistics Denmark has a highly digital statistics production and HCP has over the past years expressed a wish for an opportunity to cooperate with Statistics Denmark. The SSC instrument has made this possible and HCP is highly committed to the cooperation.

Statistics Denmark's experience with a digital statistical production ranges from exclusively electronic data collection from administrative sources as well as personal and business surveys to electronic processing, organisation and storing of data in-house to electronic dissemination of statistics to users. Furthermore, Statistics Denmark is skilled in management of large development projects. Statistics Denmark is also highly skilled in the use of administrative data available from other public authorities. Finally, the institution is experienced in dissemination and communication of statistics to users meeting their needs.

Statistics Denmark and HCP have in close cooperation decided on a number of topics for the SSC project. These include:

1. IT infrastructure which will support a digital statistical production focusing on the development of a general IT strategy, data security and confidentiality issues, a digital data collection system and a data management centre for internal processing and storing of data.
2. An improved statistical business register which will lay the basis for business surveys in Morocco.
3. Access to administrative data, if possible from the Tax Authority of Morocco, which is an important data source with information on businesses in Morocco.
4. Understanding and meeting user needs by establishing user groups, conducting a user satisfaction survey, developing a communication and dissemination strategy, implementing quick win communication tools, and making

	<p>the website of HCP and the online statistical database “BDS” more user-friendly. The user groups will be established by the initiative of HCP.</p> <ol style="list-style-type: none"> <li>5. Providing users of statistical products with quality reports, which describe who the statistics is produced, and thus helping users better understand the statistics produced by HCP.</li> <li>6. Improving environmental statistics of Morocco and thus supporting the monitoring on the SDGs related to sustainable environment.</li> </ol> <p>The cooperation centres around the General Directorate of Statistics and National Accounts of HCP but other Directorates will also be involved such as the National Documentation Centre who is responsible of the website of HCP. Furthermore, the Ministry of Energy, Mines and Environment and other relevant institutions will be involved as regards the track on environmental statistics as the responsibility of those statistics lies with other institutions and not only with HCP.</p> <p>Engagement with users should always be the focus of national statistical institutions including on the need of companies. In general, foreign companies already operating and especially thinking of starting business in Morocco have a need for data for their market research. The better data, the easier it will be for companies to make decisions on their business and the better products they can provide to the Moroccan society.</p> <p>The HCP plays a central role for monitoring and reporting on the SDGs implementation on the basis of according indicators framework.</p>
<p><b>Linkages to UN Sustainable Development Goals</b></p>	<p>This work will contribute to the achievement of SDG 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development.</p> <p>Two of the targets of SDG 17 relate to the availability of high quality, timely and reliable statistics in general for a better monitoring of SDGs.</p> <p><u>Target 17.18:</u></p> <p>By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts.</p> <p><u>Target 17.19:</u></p> <p>By 2030, build on existing initiatives to develop measurements of</p>

	<p>progress on sustainable development that complement gross domestic product, and support statistical capacity building in developing countries.</p> <p>The work on environmental statistics will furthermore contribute to the monitoring of SDGs related to environment for example SDG 6: Ensure availability and sustainable management of water and sanitation for all as well as SDG 12: Ensure sustainable consumption and production patterns.</p>
<p><b>Project Logic</b> (Theory of Change) ½-1 page</p>	<p><b>Main objective</b> To contribute to the public debate in Morocco by providing society with relevant and easily accessible statistics and support informed decision making by supporting a:</p> <ul style="list-style-type: none"> <li>• digital data transformation with the aim to improve quality of statistics and increase efficiency of the statistics production,</li> <li>• strengthened user orientation to better understand user needs and improve user-friendliness and accessibility so more data is used by all levels of society,</li> <li>• improved monitoring and reporting of the UN Sustainable Development Goals.</li> </ul> <p>The main role of any national statistical institution is to provide society with knowledge and data, to support the public debate, contribute to decision-making in both the public and private sector, and facilitate analysis and research.</p> <p><b>Transformation and drivers for change</b> HCP needs to move from a decentralised set up characterised by individual solutions to a centralised and standardised system handling both survey data and data from public and private registers. These moves will require data transformation and digitalisation of the entire statistical production process. Furthermore, HCP needs to put user orientation at the centre of their work. The transformation will be driven by the commitment of the top management at HCP and the expected benefits of an efficient and standardised production, i.e. high quality statistics and opportunities for new statistical products and increased reporting of SDG indicators.</p> <p><b>Essential changes and collaborators</b> The fulfilment of the ambitions of transformation will require a change of mind-set, organisation, ways of working, skills and innovative approaches to close and committed cooperation among public authorities. First and foremost, a new mind-set in</p>



	<p>the organisation and among individual members of staff needs to evolve, seeing the organisation as one, working for the strategic goals and following common standards and processes. This means cooperation in an open manner internally and externally by engaging with users and data suppliers. Hence, the top management of HCP needs to have a joint plan for taking on board the entire leadership, middle management, and staff in general. Similarly, the external stakeholders should be involved with a genuine ambition to meet their (reasonable) requirements.</p> <p><b>How to proceed</b></p> <p>The coming transformation will to a wide extent be a long-term process and the partners have agreed to elaborate an IT Strategy as well as a Communication and Dissemination Strategy for HCP to pave the way and help the transformation stay on track. The strategies will be supplemented by concrete actions and direct input from Danish experts. Architecture and technology for data handling, communication plans for involvement and motivation of staff and cooperation on digitalisation with l'Agence de Développement du Digital and the Moroccan Ministry of Finance that has already been initiated, are good examples of efforts to support the transformation.</p> <p><b>Transformation, because</b></p> <ul style="list-style-type: none"> <li>• a digitalised and efficient HCP will have the benefits of freed resources for new initiatives,</li> <li>• standardisation and data management will enable combination of already existing (and new) data to create new information, including reporting on SDG indicators</li> <li>• a more open HCP will facilitate access to data sources and secure user relevant statistics.</li> </ul>
<p><b>Main objective of SSC project</b></p>	<p>To contribute to the public debate in Morocco by providing society with relevant and easily accessible statistics and support informed decision making by supporting a:</p> <ul style="list-style-type: none"> <li>- strengthened user orientation to better understand user needs and improve user-friendliness and accessibility so more data is used by different levels of society;</li> <li>- digital data transformation with the aim to improve quality of statistics and increase efficiency of the statistics production;</li> <li>- improved monitoring and reporting of the UN Sustainable Development Goals.</li> </ul>
<p><b>Outcome A</b></p>	<p>Commitment to an IT system where data is treated secure and confidential</p>



Output A.1	IT strategy and guidelines developed
Output A.2	A data management centre is designed and developed
<b>Outcome B</b>	Digital data reception replaces manual processes
Output B.1	Web-based survey (CAWI) is used for business statistics
Output B.2	A digital data collection system is designed and in place
<b>Outcome C</b>	Commitment to quality principles is formalized and integrated into all levels of the statistics production
Output C.1	Structure and processes for quality principles are formalized and standardized
<b>Outcome D</b>	Administrative data is used to a larger extend in the production of statistics – and as input to reporting in the SDGs
Output D.1	Agreements on regular data delivery with other public data providers have been established
<b>Outcome E</b>	An updated statistical business register lay the basis for all business statistics and provide opportunities for new and higher quality business statistics in general
Output E.1	Volume of information in the statistical business register is increased
Output E.2	System for automatic update of the statistical business register is developed
<b>Outcome F</b>	User orientation including the private sector is strengthened by putting users and their needs at the centre of the work of HCP
Output F.1	Communication and dissemination strategy developed
Output F.2	User dialogue is improved
Output F.3	Website of HCP is more user-friendly
<b>Outcome G</b>	Environmental statistics is improved
Output G.1	Quality of environmental statistics are improved and more indicators are available for SDG monitoring
<b>Assumptions and risks</b> ½-1 page	<b>Assumptions</b> <i>In general for the project:</i> <ul style="list-style-type: none"> <li>- HCP conducts the homework and project related tasks as agreed in between missions.</li> <li>- Appropriate staff time is allocated to the project</li> </ul>



- HCP management and staff is motivated and willing to contribute to the project
- Resources for conducting pilots are provided by HCP
- Decisions on IT solutions are made

*For specific outcomes*

A & B: IT strategy, data management centre and data collection

- HCP allocates the needed human resources to work on the project
- HCP makes decision on IT solutions for the data management centre, the digital data collection and the web-based survey pilot
- Equipment and licenses for IT solutions are in place
- HCP conducts the web-based pilot for one business survey

C: Quality of statistics

- Management supports the establishment and work of a formal quality structure in HCP

D: Administrative data

- Owners of administrative data (especially the Tax Authority) are willing to participate in project activities
- Owners of administrative data are willing to cooperate with HCP incl. signing of binding agreements and actual sharing of data

E: Statistical business register

- Staff of the Division for Statistical Business Register contributes strongly to the project
- Required administrative data sources are made available

F: Communication and dissemination of statistics

- HCP conducts a user satisfaction survey
- Users are willing to participate in user group meetings

**Risks**

*In general for the project:*

- Delayed or no decisions taken
- Insufficient scope control (HCP engages in too many new activities/projects)
- The new location of the IT Department in HCP gives the Department more responsibility besides only statistics
- Staff is unable to deliver due to technical constraints, lack of human resources, lack of skills and lack of financial resources
- Lack of motivation of staff to engage as required in project activities
- HCP staff are engaged in too many tasks
- Relevant stakeholders are not interested in cooperation




	<ul style="list-style-type: none"> <li>- Administrative data providers are not cooperative and will not share data</li> </ul> <p><i>For specific outcomes</i></p> <p><u>A &amp; B: IT strategy, data management centre and data collection</u></p> <ul style="list-style-type: none"> <li>- Delayed or lack of decisions on the conceptual framework of the data management centre and the digital data collection system</li> <li>- Choice of IT solutions is delayed</li> <li>- Funds for IT equipments are not available</li> <li>- Lack of coordination between component A and B</li> <li>- Staff shows resistance to the digital transformation</li> <li>- Lack of coordination between internal and external stakeholders</li> </ul> <p><u>C: Quality of statistics</u></p> <ul style="list-style-type: none"> <li>- Lack of commitment to the implementation of quality principles</li> </ul> <p><u>D: Administrative data</u></p> <ul style="list-style-type: none"> <li>- Owners of administrative data are not interested in sharing data with HCP</li> <li>- Lack of signed binding agreements with owners of administrative data</li> <li>- Unforeseen complications with use of unique ID (for businesses)</li> </ul> <p><u>E: Statistical business register</u></p> <ul style="list-style-type: none"> <li>- Lack or delayed binding agreement with Tax Authority will affect the coverage of the statistical business register</li> <li>- Unforeseen complications with use of unique ID</li> <li>- Lack of human resources</li> </ul> <p><u>I: Communication and dissemination of statistics</u></p> <ul style="list-style-type: none"> <li>- No or low motivation among users</li> <li>- Users are not interested in participating in user groups</li> </ul> <p>Website is hosted by external partner which might make it difficult to make all agreed change</p>
<p><b>Management set-up</b></p>	<p>The management set-up consists of three different forums:</p> <p>The <i>High-level Steering Committee</i> that meets on an annual basis to ensure a strategic dialogue on the developments of the SSC project and to create synergies with other development in the sector. The Committee is co-chaired by the Danish Ambassador to Morocco and the High Commissioner for Planning and is membered from HCP by the Director General of Statistics and</p>

	<p>National Accounts, Director of Statistics, Head of General statistics, Head of IT Department and the Head of International Cooperation. From Statistics Denmark, the Steering committee is membered by the Director of User Services incl. IT, the Project Manager, the Sector Counsellor from the Danish Ministry of foreign affairs. See also Terms of Reference for the Steering Committee.</p> <p>In order to ensure close management of the project a <b>Project Management Group</b> will meet on a quarterly basis. The Group is chaired by the Director General of Statistics and National Accounts of HCP. The other members from HCP include the Director of Statistics, Head of IT Department, Head of General Statistics, Head of International Cooperation and Representative of IT Department. From Danish side, the Project Manager of Statistics Denmark and the Sector Counsellor are members. The Group will take quarterly stock of the project, achievements made, delays encountered and possible challenges, which need action.</p> <p>An agile project implementation requires the possibility to take swift actions. Therefore, a monthly <b>Status Meeting</b> will be held between the Director General of HCP, the Head of International Cooperation, a representative of Statistics Directorate; the Sector Counsellor and via Skype the Project Manager of Statistics Denmark.</p> <p>For the daily operations, the Project management group will be supported by staff from the Embassy, Statistics Directorate and the Cooperation Division.</p>
<p><b>Contributions from Danish Public Authority</b></p>	<p>The management of Statistics Denmark supports the project and has thus allocated one of its' five Directors to take an active part in the project both as an expert and as a high-level member of the Steering Committee.</p> <p>A dedicated Project Manager will be assigned to the project and will have sufficient staff time to work closely with all project partners and the Sector Counsellor.</p> <p>Statistics Denmark will supply skilled staff for the implementation of the project activities. Furthermore, a back office will support travel arrangements of staff, financial matters and other logistics as required for project implementation.</p> <p>The Danish Environmental Protection Agency will provide skilled staff for component G on environmental statistics.</p>
<p><b>Contributions from partner authority</b></p>	<p>The <b>Management</b> of HCP will be actively involved in the project management and has the responsibility to allocate sufficient staff time and other resources to implement project activities and to allow staff to perform the necessary work in between missions</p>

	<p>HCP will appoint a <b>Component Leader</b> for each of the component A-F. The component leaders will work closely with the Sector Counsellor in carrying out the activities for each of their respective components. They will be fully involved in the implementation of all activities and ensure good quality of the results achieved. They will provide feedback on the Terms of Reference including agenda of each activity in close cooperation with the Sector Counsellor. They will contribute to and comment on mission reports.</p> <p>HCP will furthermore provide:</p> <ul style="list-style-type: none"> <li>- Office space for the Sector Counsellor for the entire duration of the project.</li> <li>- Adequate conditions for the Danish experts to perform their work while on mission in Morocco.</li> <li>- Meeting venue with necessary equipment.</li> </ul> <p>The Ministry of Energy, Mines and Environment and possible other stakeholders will be involved in topics related to environment and relevant SDGs.</p>												
<b>Budget</b>	<table border="0"> <tr> <td>Personnel – Danish Authority:</td> <td style="text-align: right;">6,164,639 DKK</td> </tr> <tr> <td>Reimbursable costs for Danish Authority Staff:</td> <td style="text-align: right;">1,359,479 DKK</td> </tr> <tr> <td>Activities, including Capacity development:</td> <td style="text-align: right;">380,901 DKK</td> </tr> <tr> <td>Consultancies (max 30% of grand total):</td> <td style="text-align: right;">982,000 DKK</td> </tr> <tr> <td>Unallocated funds (max. 20% of grand total)</td> <td style="text-align: right;">712,981 DKK</td> </tr> <tr> <td><b>Grand total:</b></td> <td style="text-align: right;"><b>9,600,000 DKK</b></td> </tr> </table>	Personnel – Danish Authority:	6,164,639 DKK	Reimbursable costs for Danish Authority Staff:	1,359,479 DKK	Activities, including Capacity development:	380,901 DKK	Consultancies (max 30% of grand total):	982,000 DKK	Unallocated funds (max. 20% of grand total)	712,981 DKK	<b>Grand total:</b>	<b>9,600,000 DKK</b>
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Authorised Signatures:

Statistics Denmark



Mr. Jorgen Elmeskov

Director General

Date: 13/1 - 2020

Haut-Commissariat au Plan



Mr. Ahmed Lahlimi Alami

Haut Commissaire au Plan

Date:



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

File number/F2 reference:	[2020-8943]
Programme/Project name:	“Morocco – Danish Strategic Statistic Cooperation ” (phase I)
Programme/Project period:	36 months from February 2020
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 an updated 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 leader 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 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 Morocco.

**□ 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:

[February 2020] Tilde Hellsten

Date and signature of management:

[February 2020] Ole Thonke