



**MINISTRY OF FOREIGN AFFAIRS
OF DENMARK**

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Ministry of Business and Competitiveness

Template 17 - [20/08/2026]

FRAMEWORK PROGRAMME



**Strategic Sector Cooperation
Ministry of Business and Competitiveness**

From January 2027 to December 2030

BACKGROUND INFORMATION

Framework programme title	Framework Programme on Food and Agriculture under Strategic Sector Cooperation	MFA File number: 25/39813
Partner countries (list)	Bangladesh, China, India, Indonesia, Mexico, Nigeria, South Africa, Ukraine + requested new countriesour <i>[depends on results on MFA strategic SSC consultations]</i>	
Framework programme duration	01.01.2027-31.12.2030 (Four years)	
Total budget (DKK)	<i>Budget for ongoing projects:</i>	170,25 mio DKK
	<i>Budget for expected/planned projects/phases:</i>	74 mio DKK
	<i>Total budget:</i>	244,25 mio DKK
Thematic/sector focus	Food and feed safety; animal health; One Health, including antimicrobial resistance (AMR); risk-based approach to inspection, surveillance and control systems; traceability; and regulatory and institutional governance across food and agricultural value chains.	
Summary of core competencies of the Danish public authority	Danish Veterinary and Food Administration under the Ministry of Business and Competitiveness is Denmark's competent authority for food and feed safety, animal health and One Health. DVFA's core competencies include the development, implementation and enforcement of science-based regulatory frameworks; risk-based inspection, surveillance and control systems; animal health and biosecurity; antimicrobial resistance (AMR); traceability; crisis preparedness; and institutional governance across food and agricultural value chains. Through practical regulatory experience, DVFA supports partner authorities in translating legislation, policies and international standards into effective systems, procedures and regulatory practice.	

<i>What is Strategic Sector Cooperation (SSC)?</i> - SSC is cooperation between Danish public authorities and partner authorities in developing countries, sharing expertise within policy development, planning and implementation. - The objective of the SSC instrument is to strengthen the capacity of partner authorities to improve framework conditions and service delivery in support of inclusive and sustainable social and economic development and green transition, while also strengthening Denmark's bilateral diplomatic relations and paving the way for further engagement of the Danish private sector and use of Danish technology and knowledge on a commercial basis in the longer term. - Each SSC project contributes to the instrument's objective through tailored support to the partner authority, based on local demand, capacity and context, and with its own theory of change. - Each SSC project is prepared, quality assured, approved and implemented through its own project cycle and in accordance with the SSC Guidelines. - SSC projects have a 3–4-year duration and a maximum total budget of DKK 15 million. - Danish authorities with three or more SSC projects will create a four-year framework programme with the Ministry of Foreign Affairs (MFA), which sets the overall strategic direction for all SSC	
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projects during the specified period and constitutes the basis for a framework grant appropriation and agreement between the parties.

- The design and implementation of the framework programme follow the SSC Guidelines.
- The Secretariat for Government-to-Government Cooperation (MYNSEK) is responsible for the strategic direction and further development of the SSC instrument, the overall quality and delivery on the three SSC objectives, and provides quality assurance and approval of project documents, technical backstopping on development issues, and overall financial administration.

1. INTRODUCTION (1/2 PAGE)

The purpose of this Framework Programme (FP) is to provide strategic direction for the design and implementation of the SSC projects of the Ministry of Business and Competitiveness (MBC) and to demonstrate the capacity of MBC to implement each SSC project in accordance with the SSC Guidelines in order to achieve the outcomes as presented in each of the MBC's approved SSC project documents. The FP constitutes the basis for the grant appropriation and agreement between the Ministry of Foreign Affairs (MFA) and MBC.

During the 2023-2026 FP period, DVFA implemented a diversified SSC portfolio across Africa, Asia, Europe and Latin America, covering food and feed safety, animal health, antimicrobial resistance (AMR), food loss and waste, agroecological production and One Health. The portfolio demonstrated DVFA's ability to deliver demand-driven authority-to-authority cooperation and establish trusted institutional partnerships with counterpart authorities. Experience from the previous FP and the Mid-Term Review (MTR) further highlighted that the strongest and most sustainable results are achieved when cooperation is focused, and aligned with partner priorities and capacities. These lessons have informed the design of the 2027-2030 FP, which provides a common framework for governance, strategic prioritisation, learning and oversight across the SSC portfolio while individual projects remain governed by their own project documents, theories of change and results frameworks.

PART 1: FRAMEWORK PROGRAMME MANAGEMENT

1.1 ORGANISATIONAL SET-UP (3 PAGES)

This section describes the organisational set-up established to ensure efficient implementation of the FP and its SSC portfolio during 2027-2030. The set-up builds on lessons learned from previous SSC implementation, the MTR and implementation of the international strategy of the Danish Veterinary and Food Administration (DVFA).

Institutional anchoring and organisational responsibilities

The overall responsibility for the FP rests with the MBC, which participates in the Strategic Management Group (SMG) together with MFA and DVFA management. Through the SMG, the Ministry contributes to the overall strategic direction of the FP [This text will be developed further over the coming month based on further dialogue with the MBC].

Within DVFA, the FP is anchored in the Centre for International Cooperation (CIS), which is responsible for portfolio coordination, reporting, governance and dialogue with MFA. The SSC team in CIS consists of eight project managers, a programme officer responsible for FP coordination and governance, administrative support staff, a part-time communications officer and dedicated financial support from DVFA's finance department.

The FP portfolio includes SSC cooperation in Bangladesh, [China,] India, Indonesia, Mexico, Nigeria, South Africa, Ukraine and Vietnam and covers animal health and welfare, food safety, food control systems, antimicrobial resistance (AMR), organic production, food and feed control, dairy value chains and food loss and waste. The portfolio is expected to expand during the FP period through the establishment of new SSC partnerships. DVFA aims to increase the number of SSC projects during the first part of the FP period and subsequently maintain a balanced portfolio by initiating new partnerships as mature SSC engagements are phased out and completed. This approach supports continuity, institutional learning and efficient use of resources across the portfolio.

The organisational set-up reflects DVFA's international strategy, which aims to strengthen management engagement, improve coordination across international activities and ensure that international cooperation forms an integrated part of DVFA's core tasks.

Access to expertise and project implementation

Each SSC project is managed by a designated project manager responsible for planning, implementation, reporting and coordination with partner authorities, embassies and technical experts.

Technical expertise is mobilised from across DVFA according to project needs. Experts are drawn from headquarter departments, the laboratory in Ringsted, food control units, veterinary control units and the Food Task Force and the Veterinary Task Force. During the current FP period, more than 100 technical experts from across DVFA have contributed to SSC activities. In addition, DVFA engages other relevant Danish public authorities, agricultural colleges, relevant university partners and research institutions where specialised scientific expertise is required. This reflects DVFA's science-based approach to regulatory decision-making and ensures that SSC cooperation draws on the most relevant and up-to-date scientific knowledge as well as practical regulatory experience. Where relevant, DVFA also involves industry and producer organisations to provide perspectives on implementation, value chain challenges and the practical implications of regulatory measures.

This broad institutional engagement is a key strength of the programme. It enables partner authorities to engage directly with specialists responsible for Danish regulatory systems while combining regulatory, scientific and practical perspectives. The approach also helps ensure that SSC cooperation is anchored broadly across DVFA and relevant partner institutions rather than relying on a limited number of individual experts.

Examples include animal health and welfare cooperation in India, AMR and dairy value chain activities in Bangladesh, animal health and AMR cooperation in Mexico, food safety cooperation in Nigeria, food control systems in South Africa and Ukraine, and organic production, food and feed control cooperation in Indonesia and Vietnam. Long-standing cooperation with Chinese authorities has similarly drawn on expertise from several technical disciplines.

Ensuring technical quality and relevance

SSC cooperation is based on partner demand and developed in close dialogue with partner authorities, embassies and relevant stakeholders.

Before project documents and annual work plans are approved, proposed activities are reviewed internally to assess technical relevance, feasibility and alignment with SSC objectives. Technical quality is ensured through involvement of relevant internal expertise, internal review of key

documents and deliverables, continuous dialogue between project managers and technical experts, and active use of project results frameworks, work plans and budgets as management tools.

Because SSC experts remain embedded in Danish regulatory functions, technical cooperation is continuously informed by current Danish experience and practice.

Coordination, learning and institutional capacity

Experience from the 2023-2026 FP demonstrated the value of coordination and learning across projects and countries. Mechanisms for cross-project learning are described in section 1.3.

Learning from previous implementation

The organisational set-up for 2027-2030 builds on lessons learned from the previous FP and the MTR. Particular emphasis has been placed on strengthening management engagement, portfolio coordination, knowledge sharing and continuity across an increasingly diverse SSC portfolio. These adjustments are intended to support effective implementation, learning and oversight throughout the FP period.

Experience from the current FP demonstrates DVFA's ability to deliver on its commitments. A key performance indicator has been the achievement of both activity and budget targets, and these have been met throughout the programme period.

1.2 FRAMEWORK PROGRAMME GOVERNANCE (1 PAGE)

The governance of the FP for 2027–2030 is designed to ensure strategic oversight, accountability, learning and effective decision-making across the portfolio of SSC projects implemented by the DVFA. The governance set-up builds directly on experience from the previous FP (2023–2026) and reflects lessons learned regarding the functioning of governance bodies, coordination between actors, and the need for clarity of roles and responsibilities.

Overall governance of the FP is anchored in the Strategic Management Group (SMG) and the Programme Management Group (PMG), established in accordance with the SSC Guidelines. The SMG provides high-level strategic oversight, including approval of new projects and phases, major strategic adjustments, allocation of unallocated funds, and endorsement of significant changes to the project portfolio. The PMG functions as the central operational governance body, responsible for overseeing implementation progress, approving annual work plans, budgets, reports and accounts at FP level, and serving as the primary forum for discussion of risks, learning and cross-cutting issues across the portfolio. Terms of reference for the SMG and PMG are included as annexes to this FP.

Experience from the previous FP period demonstrated that SMG and PMG functioned effectively as decision-making bodies for approvals and financial matters, while their potential as learning-oriented fora could be further strengthened. In response, the governance set-up for 2027–2030 places increased emphasis on structured feedback, learning and discussion of implementation challenges at PMG level, ensuring that governance is not limited to formal approvals but also supports adaptive management and strategic reflection across projects.

Feedback from SSC Project Steering Committees (PSCs) constitutes a core element of the governance structure. Each SSC project continues to be governed by its own PSC, which serves as the primary forum for dialogue between DVFA, partner authorities and the Embassy. Directors

from relevant technical units serve as chairs of PSC to strengthen management ownership and institutional anchoring.

The PSCs ensure that SSC projects are demand-driven, based on equal partnerships, and aligned with partner priorities and institutional realities. Key outcomes, challenges and lessons emerging from PSC discussions are systematically channelled into the PMG through project reporting and direct dialogue, thereby linking project-level governance with FP level decision-making.

Embassy management and sector counsellors contribute to strategic oversight by ensuring alignment between SSC projects and Denmark's broader bilateral engagement and strategic partnerships in partner countries. Embassies support political and institutional anchoring of SSC cooperation, facilitate coordination with other Danish and international initiatives, and contribute with contextual insights to governance discussions at project level. Relevant lessons and strategic insights from embassies inform FP-level decision-making and portfolio management.

The governance structure is designed to balance strategic oversight with operational flexibility. While the FP provides an overarching governance framework, individual SSC projects retain responsibility for day-to-day implementation and partner engagement within the parameters of their approved project documents. This ensures that governance supports, rather than constrains, the demand-driven and context-specific nature of SSC cooperation.

Overall, the governance arrangements for the FP for 2027–2030 aim to ensure transparency, accountability and strategic coherence, while incorporating lessons learned from previous implementation and strengthening the link between project-level experience and recommendations, and FP level decision-making.

1.3 MONITORING, LEARNING AND REVIEW (1 PAGE)

Monitoring under the Framework Programme is based on project-level results frameworks, annual reporting and financial reporting from individual SSC projects. At FP level, DVFA consolidates results and lessons across the portfolio to support accountability, learning and adaptive management.

Monitoring and reporting

Monitoring of SSC results remains anchored at project level through project-specific results frameworks, annual reporting and PSC oversight. At FP level, DVFA will consolidate project results, financial reporting and risk assessments into annual FP reporting in accordance with SSC Guidelines. Monitoring information will be used not only for accountability purposes but also to support portfolio-level learning and adaptive management.

Learning and knowledge sharing

Learning is a core element of the Framework Programme and supports both implementation of individual SSC projects and management of the overall portfolio. Building on experience from the 2023-2026 FP, DVFA will continue to apply a structured approach to learning and knowledge sharing across projects, partner authorities and embassies.

Within DVFA, learning is anchored in regular knowledge-sharing processes among project managers, FP coordination staff and management, where implementation experiences, emerging results, challenges and good practices are discussed across the portfolio. Lessons learned from

missions, partner dialogue and project activities are shared on a weekly basis within the SSC team to ensure that experience from one project informs implementation of others.

Cross-project learning is further strengthened through thematic exchanges between projects addressing similar challenges, including food safety systems, animal health, antimicrobial resistance (AMR) and risk-based regulatory approaches. This allows tools, methods and experiences developed in one country context to be adapted and applied in others, supporting consistency, quality and institutional learning across the portfolio.

Learning and coordination with embassies form an important part of programme implementation. Regular exchanges between project teams, sector counsellors and embassy management provide insights on political developments, institutional reforms and coordination with other Danish and international initiatives. These perspectives are used actively to support adaptive management and strategic decision-making across the portfolio.

Partner authority learning is supported through technical exchanges, study visits, training activities and selected regional or multi-country events. Experience from previous SSC implementation has demonstrated the value of bringing partner authorities facing similar regulatory challenges together to exchange experiences, strengthen professional networks and promote uptake of SSC-supported approaches and solutions

Reviews

Reviews under the FP will be conducted in accordance with SSC Guidelines. An MTR of the FP will be conducted either in the second half of 2028 or the first half of 2029 to assess progress towards the FP goals, effectiveness of governance and management arrangements, and relevance of strategic priorities. The review will provide recommendations to support any necessary adjustments during the remaining implementation period.

In addition, DVFA will actively use findings from MTR as inputs to FP level learning and decision-making. Review findings will be discussed in the PMG and, where relevant, inform strategic discussions in the SMG.

Communication of results

Results and lessons learned under the FP will be communicated through annual reporting, internal learning fora and, where appropriate, external communication coordinated with embassies and MFA. Communication will focus on demonstrating credible SSC results, institutional learning and contribution to strengthened regulatory frameworks.

Reporting to the MFA's results platform, the Results Framework Interface (RFI), will be based on the annual project results framework reporting and be carried out by MYNSEK.

PART 2: FRAMEWORK PROGRAMME GOALS AND STRATEGIC DIRECTION

2.1 THEMATIC CONTEXT AND STRATEGIC DIRECTION (3 PAGES)

Global and sector-specific development context

Experience from DVFA's SSC cooperation shows that many partner countries have introduced legislation and policies covering food safety, animal health and agricultural production but continue

to face challenges related to implementation. Authorities often operate with overlapping mandates, limited coordination mechanisms and insufficient use of risk-based regulatory approaches. These challenges have been recurring across SSC partnerships.

Thematic priorities under the FP are based on regulatory challenges that repeatedly emerge across partner countries: food and feed safety, animal health, One Health and antimicrobial resistance (AMR), traceability, food loss and waste, and risk-based inspection and control systems.

Experience from previous SSC projects demonstrates how stronger regulatory systems can contribute directly to broader development outcomes. In Vietnam, SSC cooperation supported implementation of the Animal Husbandry Law and associated regulations on feed management, veterinary medicines and biosecurity. In Kenya, cooperation strengthened coordination across authorities through common food control principles, inspector guidelines and risk-based inspection approaches. In Mexico, SSC supported preparedness against African Swine Fever through risk assessments, surveillance systems and contingency planning, while also contributing to national efforts on antimicrobial resistance. In Bangladesh, SSC supported development of a food safety inspection checklist for dairy processing facilities and a national guideline for surveillance of veterinary antimicrobial use. In Indonesia, cooperation contributed to the National Organic Dairy Development Roadmap and strengthened institutional dialogue during the Foot and Mouth Disease outbreak.

SSC cooperation has also supported the practical implementation of risk-based food and animal health controls. In China, activities focused on Hazard Analysis Critical Control Point (HACCP) principles, risk-based food controls and biosecurity. In South Africa, SSC supported rapid risk assessment frameworks, risk-based food control models and national antimicrobial use guidelines under the One Health approach. In Nigeria, SSC contributed to the development and operationalisation of a national risk-based food control system, including a framework for risk categorisation of food business operators and nationwide implementation among inspectors.

In Ukraine, SSC cooperation has supported preparations for EU accession and approximation within food safety, animal health and plant health. Technical exchanges, seminars and study visits have informed the authorities' EU screening process and strengthened dialogue on implementation of EU-aligned food control systems. The cooperation has also supported discussions on digitalisation of veterinary and food control systems, contributing to the modernisation of regulatory oversight and official controls.

Across these examples, a common lesson is that stronger regulatory systems contribute to improved public health, reduced production losses, better management of animal disease risks, more efficient use of resources and increased alignment with international standards. These outcomes support economic development, food security and more sustainable food systems.

Strategic rationale for the Framework Programme

The FP supports DVFA's International Strategy objective of strengthening international regulatory cooperation, early engagement on emerging food safety and animal health challenges, and influence through international standard-setting organisations.

The FP also supports the objectives of Denmark's development cooperation strategy, *A Changing World: Partnerships in Development* (2025). Both strategies emphasise the importance of international partnerships, stronger institutions and joint responses to shared global challenges.

For DVFA, international engagement is not only a development instrument. Food safety, animal health and antimicrobial resistance increasingly have international dimensions, and developments in trading partners and emerging economies affect the regulatory environment in which Denmark

operates. SSC therefore supports both partner countries' priorities and DVFA's own strategic interest in maintaining strong international partnerships and regulatory dialogue.

SSC has demonstrated value as a platform for long-term authority-to-authority relations. In Indonesia, established cooperation facilitated direct engagement during the Foot and Mouth Disease outbreak. In China, SSC has provided access to national and provincial authorities responsible for food safety and livestock production. In Vietnam and Kenya, cooperation has developed into long-term professional relationships supporting continued dialogue on food safety, veterinary regulation and implementation of risk-based control systems.

These relationships also have value beyond individual projects. International standards developed through organisations such as Codex Alimentarius, WOA and FAO increasingly influence national regulatory frameworks. Through SSC cooperation, DVFA has established working relationships with authorities that participate in Codex Alimentarius and WOA and supports implementation of international standards in partner countries. This provides practical insight into how international standards are applied, which implementation challenges authorities face, and which regulatory issues are emerging in important partner countries. Such knowledge can support Danish preparation and engagement in international standard-setting and regulatory cooperation.

SSC also provides direct value to DVFA. Through cooperation with authorities in countries such as China, Mexico, Indonesia and Ukraine, DVFA gains first-hand knowledge of regulatory developments, disease situations and implementation challenges. This strengthens DVFA's understanding of developments that may influence future international cooperation, trade relations and work in international organisations such as Codex Alimentarius, WOA and FAO.

Lessons learned and results from previous implementation

Experience from previous SSC implementation shows that the strongest results are achieved when cooperation focuses on practical implementation rather than policy development alone. Across the portfolio, SSC projects have contributed to implementation of legislation, development of inspection guidelines, strengthening of surveillance systems, improvement of traceability mechanisms and introduction of risk-based control approaches. Examples include development of dairy inspection tools in Bangladesh, surveillance and contingency planning tools in Mexico and risk-based food control approaches in Kenya and Nigeria.

A key lesson is that institutional anchoring is essential. Results are more sustainable when ownership is established at several levels within partner organisations rather than among a few key individuals. Experience also shows that practical tools, inspection methods, standard operating procedures and guidance materials often create more durable results than broad policy recommendations alone.

Bilateral relations, private sector engagement and scaling of impact

Strengthened bilateral relations remain an important outcome of SSC cooperation. The FP will continue to support long-term institutional partnerships and close coordination with Danish Embassies to ensure alignment with Denmark's broader strategic engagement in partner countries.

Private sector engagement is not an objective in itself but supports achievement of project objectives. Experience from Kenya, China and Indonesia demonstrates that involvement of producer organisations, industry associations, research institutions and companies can strengthen implementation of regulatory initiatives and facilitate dialogue on practical solutions.

SSC cooperation contributes to Denmark's international engagement by providing DVFA with access to trusted institutional relationships, first-hand knowledge of regulatory developments and a deeper understanding of how international standards are implemented across different national contexts. This knowledge can support Denmark's participation in international regulatory cooperation, including relevant processes under Codex Alimentarius, WOA, FAO and the WTO SPS framework.

2.2 COMPETENCIES (1 PAGE)

DVFA is Denmark's competent authority for food and feed safety, animal health, veterinary regulation and antimicrobial use and resistance (AMU/AMR). Through its regulatory mandate, DVFA combines legislation, risk assessment, surveillance, inspections, enforcement and crisis management within a single authority. This provides practical experience that is directly relevant to partner authorities seeking to strengthen food safety systems, animal health services and regulatory governance.

DVFA's competencies build on decades of practical regulatory experience. Within One Health and antimicrobial resistance (AMR), Denmark was among the first countries globally to establish integrated surveillance of antimicrobial use and antimicrobial resistance across humans, animals and food production. Denmark also pioneered the phase-out and subsequent prohibition of antimicrobial growth promoters in livestock production. Combined with comprehensive surveillance of animal diseases and veterinary risks, this has contributed to the development of a strong evidence-based approach to prevention, surveillance and risk management across the food chain. The principles underpinning the Danish approach have subsequently influenced regulatory developments in the EU and internationally and continue to form an important basis for DVFA's international cooperation on animal health, AMR and One Health approaches.

Denmark also has long-standing experience with risk-based food and veterinary control systems and was among the early adopters of systematic risk-based approaches to official controls, surveillance and enforcement. Danish food and veterinary authorities use risk-based methods to prioritise inspections, surveillance activities and regulatory interventions based on identified risks rather than uniform control frequencies. This experience has formed a central component of SSC cooperation in countries such as Kenya, Vietnam and China, where authorities are seeking to move from traditional inspection models towards more preventive and risk-based regulatory approaches.

The competencies applied through the FP are drawn directly from DVFA's core responsibilities and include:

- food and feed safety regulation and official controls;
- animal health, disease prevention and biosecurity;
- One Health approaches, including AMR and responsible use of veterinary medicines;
- risk-based inspections, surveillance and enforcement systems;
- traceability and regulatory governance across food and livestock value chains.

Experience from previous SSC projects shows that partner authorities request support both on regulatory development and on implementation as mentioned in section 2.1.

DVFA's competencies are relevant across all three objectives of the SSC instrument. Capacity building remains the primary objective and is delivered through peer-to-peer cooperation, joint problem-solving and exchange of operational experience between authorities. The same competencies support strengthened bilateral relations through long-term professional networks and trusted dialogue between authorities. In the longer term, stronger regulatory systems, improved

traceability and greater alignment with international standards can improve framework conditions for producers, exporters and investors and thereby contribute indirectly to enhanced private sector engagement.

The selection and application of competencies are determined jointly with partner authorities. During project identification and implementation, needs are assessed through dialogue with partner institutions, embassies and sector counsellors, as well as through scoping missions, technical discussions and ongoing project cooperation. Experience shows that priorities may evolve during implementation, and SSC projects therefore maintain continuous dialogue with partners to ensure that cooperation remains relevant and aligned with national priorities. It has become clear that political motivation in the partner country is a big driver for change.

Where relevant, DVFA complements its own expertise through cooperation with other Danish authorities, research institutions, laboratories, DFC, multilateral organisations and other development partners. Such cooperation is used when additional expertise is needed and where it strengthens project results and responds to partner demand.

The FP is designed to remain flexible throughout the implementation period. New thematic areas or competencies may be incorporated where justified by partner demand, emerging regulatory challenges or strategic priorities, provided they remain consistent with DVFA's mandate and the overall objectives of the FP.

2.3 STRATEGIC GOALS (1 PAGE)

Strategic Goal 1: Improved implementation of regulatory systems

The FP will contribute to stronger implementation of regulatory systems within food safety, animal health, One Health, AMR, traceability and risk-based controls. Across both established and new SSC engagements established during the FP, DVFA will support partner authorities in developing and translating legislation, policies and international standards into practical inspection systems, surveillance programmes, traceability mechanisms and regulatory procedures.

The goal builds on demonstrated results such as risk-based food control systems in Nigeria and South Africa, support for veterinary antimicrobial use surveillance in Bangladesh, Nigeria, Mexico and South Africa, feed safety regulations in Vietnam and Indonesia, and early SSC contributions to Ukraine's EU accession preparations through support to food safety, animal health and official control systems aligned with EU requirements.

Success will be demonstrated through documented examples of SSC-supported regulatory tools, surveillance systems, inspection approaches or coordination mechanisms being adopted and used by partner authorities.

Strategic Goal 2: Stronger framework programme management and learning

The Framework Programme will strengthen strategic coherence, quality and institutional learning across DVFA's growing SSC portfolio. By systematically capturing and applying experience across countries and thematic areas, the programme will improve project quality, support scaling of successful approaches and strengthen DVFA's capacity to manage an increasingly diverse international cooperation portfolio.

Success will be demonstrated through regular knowledge-sharing and learning activities across the portfolio, documented exchange of experiences between projects, and continued use of portfolio-level learning to support project implementation and quality assurance.

Strategic Goal 3: Stronger bilateral institutional partnerships

The FP will strengthen cooperation between DVFA and partner authorities through trusted authority-to-authority relationships and continued technical and policy dialogue.

Experience across the portfolio demonstrates that SSC cooperation creates access to key authorities, strengthens professional networks and supports dialogue on issues of mutual interest. Across countries such as China, Kenya, Mexico, Bangladesh and Ukraine, SSC cooperation has helped establish long-term institutional relationships that support regulatory cooperation, reform processes and implementation of international and EU standards.

In Ukraine, SSC cooperation has established direct cooperation between DVFA and key institutions involved in the EU accession process, including the Ministry, the State Service on Food Safety and Consumer Protection and representatives of the Parliamentary Committee on Agrarian and Land Policy. The cooperation has facilitated sustained technical and policy dialogue on implementation of EU food safety and animal health requirements and contributed to preparations for Ukraine's EU accession process.

Strategic Goal 4: Contributing to enabling regulatory conditions for sustainable food and agricultural value chains

The Framework Programme will contribute to enabling conditions for sustainable food and agricultural value chains by supporting transparent, science-based and predictable regulatory systems within food safety, animal health, One Health and antimicrobial resistance (AMR). Through SSC cooperation, DVFA will support partner authorities in strengthening regulatory frameworks, inspection systems, surveillance mechanisms and institutional capacities that underpin effective implementation and enforcement.

While broader outcomes related to market access, investment, competitiveness and private sector development depend on a range of political, economic and institutional factors beyond the scope of SSC cooperation, stronger regulatory systems can contribute to a more enabling environment for producers, exporters and other stakeholders over the longer term.

Success will be demonstrated through documented examples of SSC-supported regulatory tools, procedures, guidelines, surveillance systems or control approaches being adopted and applied by partner authorities, thereby contributing to more transparent and effective regulatory governance.

Monitoring of Strategic Goals

Progress towards the strategic goals will be reviewed annually by the SMG based on project reporting, partner feedback, selected case studies and portfolio reviews covering both established and new SSC engagements. The purpose is to document cumulative progress across the FP, identify lessons learned and support strategic decision-making during implementation.

2.4 ASSUMPTIONS AND RISKS (1 PAGE)

The FP builds on four key assumptions. First, partner authorities continue to prioritise SSC cooperation and allocate sufficient staff and management attention to project implementation. Second, the DVFA maintains access to the expertise required to support project delivery across the portfolio. Third, embassies and sector counsellors continue to provide political and institutional anchoring of SSC cooperation. Finally, the SSC instrument continues to operate within a stable policy and funding framework.

The most significant risks and mitigating measures are outlined below.

Institutional changes and staff turnover

Changes in political priorities, institutional restructuring and staff turnover among partner authorities may delay implementation and reduce ownership of project results.

Monitoring and mitigation: Risks will be monitored through regular dialogue with partner authorities, embassies and PSCs. DVFA will seek to anchor cooperation at both technical and management level and involve several staff members from partner organisations to reduce dependence on individual counterparts.

Capacity and continuity within DVFA

Competing priorities, staff turnover or limited expert availability may affect project delivery and continuity across the portfolio.

Monitoring and mitigation: Capacity needs will be reviewed regularly through work planning and top-management follow-up. Knowledge sharing, internal documentation and involvement of multiple staff members in key cooperation areas will reduce vulnerability to personnel changes.

Changing priorities and ownership

Partner priorities may change during a project period due to reforms, new leadership or emerging challenges, reducing the relevance of planned activities.

Monitoring and mitigation: PSC meetings and ongoing dialogue with partners will be used to identify changing needs and priorities. Activity plans will be adjusted where relevant within the agreed project framework to maintain partner ownership and relevance.

External events

Conflicts, security restrictions, disease outbreaks, natural disasters or other external events may affect travel, meetings and implementation of activities.

Monitoring and mitigation: Risks will be monitored continuously through embassies and partner organisations. Where necessary, activities may be postponed, conducted online or moved to regional or Denmark-based formats to maintain progress.

Overall, the FP applies a practical risk management approach based on early identification of risks, regular dialogue with partners and adaptation of implementation where required.

PART 3: FRAMEWORK PROGRAMME PORTFOLIO

3.1 PROJECT OVERVIEW (1 PAGE)

The FP for 2027–2030 builds on an established portfolio of SSC projects implemented by the DVFA during the previous FP period.

The tables below provide an overview of (1) ongoing SSC projects under the FP, (2) proposed future country partnerships identified by DVFA and currently subject to the MFA strategic country consultation process, and (3) prospective SSC partnerships planned for 2029-2030, for which partner countries have not yet been identified, to replace SSC projects scheduled for completion.

Framework programme project overview (2027-2030) Ongoing SSC projects				
Country	Phase	Period	Status	Objective and thematic focus
India	I	02.25-03.28	Ongoing	Enhance food and feed safety, animal husbandry management and support a sustainable and resource efficient livestock production.
India	II	02.28-03.31	New phase	Enhance food and feed safety, animal husbandry management and support a sustainable and resource efficient livestock production.
Indonesia	II	02.24-02.27	Ongoing	Support a more sustainable and resilient food system in Indonesia by strengthening regulatory frameworks for organic dairy production, antimicrobial use, safe feed production, and food loss and waste reduction.
Indonesia	III	02.27-02.30	New phase	Support a more sustainable and resilient food system in Indonesia by strengthening regulatory frameworks for organic dairy production, antimicrobial use, safe feed production.
Mexico	III	01.27-12.29	Ongoing	Strengthen sustainable pig production in Mexico through One Health, AMU/AMR data systems, ASF preparedness, and collaboration between authorities, industry, and universities.
Nigeria	II	07.26-06.29	Ongoing	To contribute to improved food safety and reduced animal health risks, including antimicrobial resistance (AMR), by strengthening disease prevention and food control systems through strengthening prevention, risk-based food and feed control systems, farm-level biosecurity, and monitoring of antimicrobial use in Nigeria.
Nigeria	III	07.29-06.32	New phase	To contribute to improved food safety and reduced animal health risks, including antimicrobial resistance (AMR), by strengthening disease prevention and food control systems through strengthening prevention, risk-based food and feed control systems, farm-level biosecurity, and monitoring of antimicrobial use in Nigeria.
South Africa	II	01.27-12.29	Ongoing	Support South Africa's green transition through resource-efficient, climate-smart, and sustainable food and agricultural value chains, with a focus on food safety, animal health, and reduced food loss and waste.
South Africa	III	01.30-12.32	New phase	Support South Africa's green transition through resource-efficient, climate-smart, and sustainable food and agricultural value chains, with a focus on food

				safety, animal health, and reduced food loss and waste.
Ukraine	I	06.25-06.28	Ongoing	Support sustainable and resource-efficient food, feed, and livestock production in Ukraine through stronger regulatory and institutional capacity in food safety, animal health, plant health, and climate-related agricultural impacts.
Ukraine	II	06.28-06.31	New phase	Support sustainable and resource-efficient food, feed, and livestock production in Ukraine through stronger regulatory and institutional capacity in food safety, animal health, plant health, and climate-related agricultural impacts.
Vietnam	III	05.24-05.27	Ongoing	The main objective of the SSC project is to support the green transition of the agricultural sector and reducing food loss and waste, thereby bolstering its institutional capacity in the areas of organic production and food loss and waste management.
Bangladesh	I	03.24-04.27	Ongoing	Support the green transition of Bangladesh's food and agriculture sector by strengthening food safety regulation, antimicrobial use frameworks, and institutional capacity in sustainable dairy production and dairy value chain food safety.
Bangladesh	II	04.27-03.30	New phase	Support the green transition of Bangladesh's food and agriculture sector by strengthening food safety regulation, antimicrobial use frameworks, and institutional capacity in sustainable dairy production and dairy value chain food safety.
Bangladesh	III	04.30-03.33	New phase	Support the green transition of Bangladesh's food and agriculture sector by strengthening food safety regulation, antimicrobial use frameworks, and institutional capacity in sustainable dairy production and dairy value chain food safety.

Framework programme project overview (2027-2030) SSC Partnerships Under MFA Consultation				
Country	Phase	Periode	Status	Objective and tematic focus
China	VI	01.27-12.29	New phase	Animal health, Dairy value chain
Egypt	Inception	01.2027-12.27	New	TBD
Egypt	I	01.28-12.30	New phase	TBD

Uganda	Inception	01.2027-12.27	New	TBD
Uganda	I	01.28-12.30	New phase	TBD
Moldova	Inception	08.2027-07.28	New	TBD
Moldova	I	08.28-07-31	New phase	TBD
Philippines	Inception	08.2027-07.28	New	TBD
Philippines	I	08.2027-07.28	New phase	TBD

Framework programme project overview (2027-2030) Prospective SSC Partnerships (2029-2030)				
Country	Phase	Periode	Status	Objective and thematic focus
New country	Inception	2029	New	TBD
New country	I	2030	New phase	TBD
New country	Inception	2029	New	TBD
New country	I	2030	New phase	TBD
New country	Inception	2030	New	TBD

Portfolio development, prioritisation and phasing

The FP primarily consists of continuation phases in countries where DVFA has established partnerships and where previous SSC cooperation has demonstrated relevance, demand and tangible results.

New phases are prioritised based on:

- documented partner demand and commitment;
- relevance to DVFA's core competencies;
- evidence of institutional uptake or potential for consolidation of results;
- alignment with Denmark's broader strategic engagement in the partner country.

While the FP remains firmly anchored in continuation and consolidation of existing SSC partnerships, it also foresees the establishment of SSC cooperation [in up to four new partner countries during the first part of the FP period and potentially new by the end of the FP as existing SSCs are finalized. The MFA is currently conducting a consultation among Danish Authorities and Danish Embassies on establishment of new SSC and the final decision regarding new SSC partnerships is awaiting this]. The selection of new countries is based on demand for support from the partner authority, strategic, geopolitical and foreign policy considerations, and the relevance of DVFA's competencies. Particular emphasis is placed on countries where SSC cooperation can contribute to strengthened bilateral relations, support important reform processes, support EU approximation processes, or reinforce Denmark's broader strategic interests and partnerships. The planned expansion reflects dialogue with the MFA, Danish embassies and relevant stakeholders and represents a deliberate effort to

position SSC cooperation in countries of growing strategic importance to Denmark, backed by the Danish Industry.

The initial portfolio expansion is expected to take place during the early years of the FP period [*depending on the result of the hearing process*] and will be implemented in parallel with the phasing-out of selected mature SSC engagements that have reached the later stages of the SSC partnership model. This approach allows DVFA to maintain a balanced portfolio and ensure that resources are gradually redirected from long-standing partnerships where objectives have largely been achieved towards new strategic partnerships with potential for long-term engagement and impact. Experience from previous SSC implementation demonstrates that maintaining such a balance between continuity and renewal is essential for both institutional learning and strategic relevance.

Phasing-out and transition considerations

For countries or thematic areas where cooperation objectives are nearing fulfilment or where strategic relevance declines, transition or exit strategies will be considered at project level. In Vietnam, transition planning focuses on sustaining results and partnerships beyond project completion. Potential follow-up activities are being explored, including demonstration projects under future MFA business instruments, further research collaborations, and statistical support through Statistics Denmark to further elaborate ongoing SSC results within food loss. To maintain project networks, the Embassy has supported the establishment of a DFC alumni network and initiated systems mapping of key stakeholders, partnerships and linkages across the food and agriculture sector, enabling continued engagement with key partners beyond the SSC period. Finally, an SSC transition after the SSC project closure is under consideration.

Experience from previous SSC implementation shows that successful transition beyond SSC support can be challenging, particularly where continued technical support, financing or institutional follow-up mechanisms are limited after project completion. Therefore, transition planning will be based on realistic expectations, strong institutional anchoring and partner ownership throughout the cooperation period, while recognising that some results may require continued engagement through subsequent SSC phases or other cooperation mechanisms in order to be sustained over time.

Decisions on phasing-out will be guided by strategic assessments at FP level and discussed in PSC, PMG and SMG, ensuring transparency and alignment with overall FP objective. As additional projects approach transition or completion towards the end of the FP period, DVFA may assess opportunities for establishing new SSC engagements in additional countries, subject to strategic priorities, partner demand and available resources and strategic priorities in MFA.

Overall portfolio logic

Overall, the FP portfolio reflects a balance between deepening cooperation in established partner countries, phasing out selected mature partnerships, and gradually establishing new strategic country engagements. The portfolio is designed to ensure continuity, institutional learning and long-term partnerships, while simultaneously allowing for strategic portfolio renewal in response to changing geopolitical priorities, partner demand and Danish foreign policy interests. The portfolio structure supports cumulative learning, institutionalisation of results and effective use of DVFA

technical capacity, while maintaining flexibility to adapt project phasing and focus in response to evolving partner needs and contextual developments.

3.2 BUDGET SUMMARY (1 PAGE)

Figures in the indicative budget below are preliminary and subject to Parliamentary approval of the annual finance bills. The detailed budget is included in annex 1.

Framework programme Budget summary		Year 1 2027 DKK million	Year 2 2028 DKK million	Year 3 2029 DKK million	Year 4 2030 DKK million	Total DKK million
Projects	Bangladesh	5	5	5	5	20
	China	5	5	5	0	15
	India	5	5	5	5	20
	Indonesia	5	5	5	0,5	15,5
	Mexico	5	5	5	0	15
	Nigeria	5	5	5	5	20
	South Africa	5	5	5	5	20
	Ukraine	5	5	5	5	20
	Vietnam	1,5	0	0	0	1,5
	New country 1*	1,5	5	5	5	16,5
	New country 2*	1,5	5	5	5	16,5
	New country 3*	0,75	3,25	5	5	14
	New country 4*	0,75	3,25	5	5	14
	New country 5^	0	0	1	5	6
	New country 6^			1	5	6
	New country 7^				1	1
Crosscutting	Results, Monitoring, and Learning	0,25	0,25	0,25	0,25	1
	Public Diplomacy and Communication	0,5	0,5	0,5	0,5	2
	Mid-Term Review	0	0,125	0,125	0	0,25
	Unallocated funds (up to 25 pct.)	5,00	5,00	5,00	5,00	20,00
Total		51,75	62,375	67,875	62,25	244,25

* Depends on the result of MFA's current consultation on establishment of new SSC

^Depends on the result of MFA's future consultation on establishment of new SSC

Use of unallocated funds

In line with the SSC Guidelines, unallocated funds apply exclusively at FP level and are intended to provide strategic flexibility during implementation. The PMG will propose allocation of unallocated funds to the SMG for approval.

Unallocated funds may be allocated to:

- formulation or inception of SSC projects in new partner countries;
- formulation of a new phase of an existing SSC project;
- costed extension of an ongoing project phase;
- initiation of a new phase not budgeted at the time of FP approval;
- FP level activities, including strengthened monitoring, evaluation, accountability and learning (MEAL) and communication activities.

The experience from the 2023–2026 FP period demonstrated the importance of maintaining flexibility to respond to evolving partner demand, political developments and implementation risks. The unallocated funds under this FP are therefore deliberately maintained at a level that allows strategic adjustment while preserving predictability and value-for-money.

Allocation of unallocated funds will be based on documented partner demand, strategic relevance, implementation performance and alignment with the FP objective, and will be decided through established governance procedures.

SIGNATURES

Danish public authority:

Name:

Title:

Date:

Ministry of Foreign Affairs, MYNSEK

Name:

Title:

Date:

Signature

Signature

OVERVIEW OF ANNEXES:

- **Annex 1: Detailed budget** (see Template 4b)
- **Annex 2: Terms of Reference for the Programme Management Group** (see Template 10b)
- **Annex 3: Terms of Reference for the Strategic Management Group** (see Template 10c)
- **Annex 4: Standard Terms of Reference for the Project Steering Committee** (Template 10a)

For appraisal and approval of the FP, links to the already approved SSC project documents in the portfolio will be provided.

TEMPLATE 04b - SSC Framework Programme Budget

UM File No:

P360: 25/39813

Project title:

Framework Programme - Strategic Sector Cooperation, Danish Ministry for Business and Competitiveness

Project title (phase)		Framework programme budget according to grant agreement	Year 1 2027	Year 2 2028	Year 3 2029	Year 4 2030	Total Budget
Name	Period	DKK	DKK	DKK	DKK	DKK	
Bangladesh, Phase 1	03.24-04.27	1.25	1.25	0.00	0.00	0.00	1.25
Bangladesh, Phase 2	04.27-03.30	15.00	3.75	5.00	5.00	1.25	15.00
Bangladesh, Phase 3	04.30-03.33	3.75	0.00	0.00	0.00	3.75	3.75
Total Bangladesh		20.00	5.00	5.00	5.00	5.00	20.00
China, Phase 4	01.27-12.29	15.00	5.00	5.00	5.00	0.00	15.00
Total China		15.00	5.00	5.00	5.00	0.00	15.00
India, Phase 1	02.25-03.28	7.50	5.00	2.50	0.00	0.00	7.50
India, Phase 2	02.28-03.31	12.50	0.00	2.50	5.00	5.00	12.50
Total India		20.00	5.00	5.00	5.00	5.00	20.00
Indonesia, Phase 2	02.24-02.27	0.50	0.50	0.00	0.00	0.00	0.50
Indonesia, Phase 3	02.27-02.30	15.00	4.50	5.00	5.00	0.50	15.00
Total Indonesia		15.50	5.00	5.00	5.00	0.50	15.50
Mexico Phase 3	01.27-12.29	15.00	5.00	5.00	5.00	0.00	15.00
Total		15.00	5.00	5.00	5.00	0.00	15.00
Nigeria Phase 2	07.26-06.29	12.50	5.00	5.00	2.50	0.00	12.50
Nigeria Phase 3	07.29-06.32	7.50	0.00	0.00	2.50	5.00	7.50
Total Nigeria		20.00	5.00	5.00	5.00	5.00	20.00
South Africa Phase 2	01.27-12.29	15.00	5.00	5.00	5.00	0.00	15.00
South Africa Phase 3	01.30-12.32	5.00	0.00	0.00	0.00	5.00	5.00
Total South Africa		5.00	5.00	5.00	5.00	5.00	20.00
Ukraine Phase 2	06.25-06.28	5.00	5.00	0.00	0.00	0.00	5.00
Ukraine Phase 3	06.28-06.31	15.00	0.00	5.00	5.00	5.00	15.00
Total Ukraine		20.00	5.00	5.00	5.00	5.00	20.00
Vietnam Phase 3	05.24-05.27	1.50	1.50	0.00	0.00	0.00	1.50
Total Vietnam		1.50	1.50	0.00	0.00	0.00	1.50
*Country 1 (Egypt), Inception	01.2027-12.27	1.50	1.50	0.00	0.00	0.00	1.50
*Country 1 (Egypt) Phase 1	01.28-12.30	15.00	0.00	5.00	5.00	5.00	15.00
*Total Country 1 (Egypt)		16.50	1.50	5.00	5.00	5.00	16.50
*Country 2 (Uganda), Inception	01.2027-12.27	1.50	1.50	0.00	0.00	0.00	1.50
*Country 2 (Uganda), Phase I	01.28-12.30	15.00	0.00	5.00	5.00	5.00	15.00
*Total Country 1 (Uganda)		16.50	1.50	5.00	5.00	5.00	16.50
*Country 3 (Moldova), Inception	08.2027-07.28	0.75	0.75	0.00	0.00	0.00	0.75
*Country 3 (Moldova), Phase 1	08.2027-07.28	13.25	0.00	3.25	5.00	5.00	13.25
*Total Country 3 (Moldova)		14.00	0.75	3.25	5.00	5.00	14.00
*Country 4 (Philippines), Inception	08.2027-07.28	0.75	0.75	0.00	0.00	0.00	0.75
*Country 4 (Philippines), Phase 1	08.2027-07.28	13.25	0.00	3.25	5.00	5.00	13.25
*Total Country 4 (Philippines)		14.00	0.75	3.25	5.00	5.00	14.00
^Country 5, Inception	2029	1.00	0.00	0.00	1.00	0.00	1.00
^Country 5 Phase 1	2030	5.00	0.00	0.00	0.00	5.00	5.00
^Total Country 5		6.00	0.00	0.00	1.00	5.00	6.00
^Country 6, Inception	2029	1.00	0.00	0.00	1.00	0.00	1.00
^Country 6 Phase 1	2030	5.00	0.00	0.00	0.00	5.00	5.00
^Total Country 6		6.00	0.00	0.00	1.00	5.00	6.00
^Country 7, Inception	2030	1.00	0.00	0.00	0.00	1.00	1.00
^Total Country 7		1.00	0.00	0.00	0.00	1.00	1.00
Results, Monitoring, and Learning		1.00	0.25	0.25	0.25	0.25	1.00
Public Diplomacy and Communication		2.00	0.50	0.50	0.50	0.50	2.00
Mid-term review		0.25	0.00	0.13	0.13	0.00	0.25
Unallocated		20.00	5.00	5.00	5.00	5.00	20.00
Grand total		229.25	51.75	62.38	67.88	62.25	244.25

*SSC Partnerships under MFA Consultation (2026)

^Prospective SSC Partnerships (2029-2030)



TERMS OF REFERENCE FOR THE PROGRAMME MANAGEMENT GROUP

1. MANDATE AND SCOPE

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

The mandate of the PMG is to assess and discuss the overall progress, results, learnings and challenges of the FP and underlying SSC projects.

2. COMPOSITION

The MFA is represented by the [responsible desk officer] in MYNSEK and the Danish Veterinary and Food Administration is represented by [project managers]. One to two representatives from the Danish embassies in countries with a project under the FP can participate in the PMG meetings on a rotational basis.

3. SPECIFIC TASKS

- Review annual FP progress reports and financial expenditure reports. The reports are approved by the SMG;
- Discuss and approve annual activity plan for FP activities, (MEAL and communications) including budget, and activities related to Danida Fellowship Center;
- Discuss relevant sector themes and issues, implementation modalities and experiences of relevance to the programme and its projects;
- Review draft project documents for new projects and new phases and submit for SMG approval;
- Discuss new or updated context analyses for new projects or phases;
- Discuss changes at the FP and project levels, ensuring that all stakeholders are informed and comply with all requirements;
- Approve the annual workplan and budget for each SSC project in the FP;

- Approve changes in outcomes and outputs for SSC projects in the FP;
- Endorse costed extensions of projects for SMG approval;
- Approve reallocation between projects in the FP (up to 15% of the project's budget, with a maximum of 1.5 million DKK);
- Endorse proposed allocation of unallocated FP funds for SMG approval;
- Endorse final reports and accounts when projects are completed or closed for SMG approval;
- Other topics relevant to the operation of the FP.

4. WORKING PROCEDURES

The Danish Veterinary and Food Administration chairs the PMG. Decisions are consensus based.

The PMG meets biannually:

- In March/April to review the annual progress report and the annual financial expenditure report at FP level, incl. deviations and challenges encountered during the implementation of the individual SSC-projects in the FP, and other specific tasks as necessary;
- In November/December to discuss the following year's FP and budget planning, including the capacity and contributions of all stakeholders involved, and other specific tasks as necessary.

The chair is responsible for organising and facilitating the two annual meetings, and for arranging for any follow-up with the PMG and SMG. Extraordinary meetings can be arranged if necessary. The chair is also responsible for taking minutes. Minutes are circulated to all members within a week of the meeting for comments, and are completed within two weeks after the meeting.

All preparatory materials and documents, reports and agenda, are prepared by the chair and shared with the PMG members no later than two weeks before the meeting is held. The chair will announce the meetings with at least one month's notice.

Meetings are held physically, but can be hosted virtually if necessary.



TERMS OF REFERENCE FOR THE STRATEGIC MANAGEMENT GROUP

1. MANDATE AND SCOPE

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

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

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

2. COMPOSITION

The MFA is represented by the head of MYNSEK and the Ministry of Business and Competitiveness. The Ministry of Business and Competitiveness is represented by [high-level representative(s) from the relevant ministry] and high-level representative(s) from the Danish Veterinary and Food Administration.

3. SPECIFIC TASKS

- Provide overall policy and strategic guidance and direction for the FP, and monitor progress and achievement of results;

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

4. WORKING PROCEDURES

The Ministry of Business and Competitiveness is the chair of the SMG. Decisions are consensus based.

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

Standard agenda for the SMG:

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

In situations where a decision at the programme level needs to be made but the PMG or the SMG does not convene, decisions are made between the Danish public authority and the

MFA through a written exchange. This also applies for approval of project documents after quality assurance.

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



TERMS OF REFERENCE FOR THE SSC PROJECT STEERING COMMITTEE

1. MANDATE AND SCOPE

The SSC Project Steering Committee (PSC) is the formal mechanism for strategic dialogue and joint decision-making concerning the Strategic Sector Cooperation (SSC) between the [Partner Authority] and the [Danish Public Authority] in relation to the [sector] in [partner country]. The PSC discusses and decides on the overall priorities of the SSC in accordance with [the SSC Project Document, MoU, government programme or other overarching agreements or legal documents].

The PSC is also the formal forum for dialogue and decisions in relation to the SSC project implementation. The PSC will assess overall progress and relevance of activities, outputs, and outcomes, and revisit key assumptions and risks at regular intervals. Where deviations from the agreed SSC project are necessary, the PSC takes the decisions. The PSC cannot alter project objectives, but may recommend changes.

The mandate of the PSC includes approval of annual workplans, budgets, and project progress reports; discussion of project completion reports; and decisions regarding major implementation issues (such as study tours, major events and principles for use of technical experts and short-term consultants). The PSC should also monitor the overall budget execution and can provide recommendations on budget revisions (including proposals for use of unallocated funds, reallocation of funds and costed extensions). Final decision and approval of budget revisions rests with the [Danish Public Authority] in consultation with the Danish Ministry of Foreign Affairs (MFA). Finally, the PSC also discusses and provides recommendations on new phases of the partnership and/or transition phases, based on the value created and documented results achieved by the project cooperation and the effectiveness of its implementation.

2. COMPOSITION

Members are:

- Management representative from [Partner Authority] (*at sufficiently high level to make binding decisions on behalf of the partner country*);
- Management representative from [Danish Public Authority] (*at sufficiently high level to make binding decisions*);
- Ambassador or deputy ambassador from the Danish Embassy in [country] (*at sufficiently high level to make binding decisions*);
- Project Manager from the [Partner Authority];
- Project Manager from the [Danish Public Authority];
- Sector counsellor from the Danish Embassy in [country]; and
- Representatives from other key partner organisations as relevant.

The PSC membership is institutional. Representatives from civil society organisations, other donors, etc. may be invited as observers as relevant.

3. SPECIFIC TASKS

- Strategic dialogue and decisions in relation to strengthening the overall strategic sector cooperation (including options for synergies in relation to broader bilateral and multilateral cooperation);
- Dialogue about major developments in the sector to ensure continued coherence between the sector development and the project support;
- Decision on principles, procedures and structure for the operational management of project activities (i.e. ToR for the project management team);
- Discuss context analyses, sector developments and draft project documents prior to approval and initiation of new phases;
- Approve documents presented by project management. These include annual workplans, budgets, and progress reports; etc. The documents must be presented by the project management in a brief, concise and executive form to facilitate the strategic decision making by the PSC;
- Monitor overall progress of the SSC project with a special focus on results, indicators, delays, problems, bottlenecks, deviations from project documents, and possible significant changes in assumptions and risks;
- Ensure follow up on reviews and evaluations;
- Assess lessons learned, the effectiveness of the cooperation, value created, and documented results prior to either a new phase or completion/transition of the project.

4. WORKING PROCEDURES

The PSC will be co-chaired between the [Partner Authority] and the Danish Veterinary and Food Administration]. Decisions are made by consensus.

The PSC will meet annually or biannually. Preferably in September/October to discuss and approve the following year's workplan and budget; and in January/February/March to

discuss and approve the annual progress report. The spring meeting can be in written procedure. Extraordinary meetings may be called at the request of any member *[Frequency of meetings should be decided according to local context and composition of the PSC. Participation at high level may warrant less frequent meetings]*

Decisions or approvals, which cannot await the next ordinary PSC meeting, can be made by email.

Standard agenda for PSC meetings:

- Approval of minutes from previous meeting
- Update on major developments in the sector of relevance to the SSC with particular focus on changes in key assumptions for the SSC
- Strategic dialogue about possible new fields of cooperation outside the specific SSC project. (This could e.g. support wider or deeper bilateral relations, cooperation with other partners, common action in multilateral settings, commercial cooperation in the sector, joint EU action, etc.)
- Overall status of the SSC, review of results and developments in each thematic area
- Approval of annual progress reports and/or workplan and budget
- Workplan/Milestones
- Incoming suggestions (e.g. communication towards outside stakeholders)
- A.O.B.

The PSC will be supported by a secretariat consisting of [sector counsellor/project management team/another set-up]. The secretariat is responsible for planning the PSC meetings as well as drafting and distributing the minutes to all participants within a week after the meeting. The PSC approves the minutes at the following meeting.

The secretariat will announce the meetings with at least one months' notice. All documentation for the meetings (workplan/budget, reports, proposals for adjustments, etc.) shall be distributed to the members at least two weeks in advance together with a draft agenda.