

Consultant's Experience

Steffensen Consult ApS has executed more than 100 assignments in more than 30 countries since its establishment in 2006. Below is a list of assignments conducted in the last 7 years with one-pagers for the most recent 2020 and 2021, but additional references can be provided, as well as one-page narratives (in the standard WB format) if so required. Most of these assignments are conducted by Steffensen Consult as sub-contractor to Dege Consult ApS and some directly with the client in case (World Bank, Overseas Development Institute, and others). Below is a list of core selected assignments, but a full narrative of the project description can be availed.

Ref	Assignment	Country	Client (most assignments are performed through sub-contracting with Dege Consult ApS)	Lead consultant on the team
2022				
2022-A	Uganda – support to the LG performance Assessment system and performance-based grants to LGs	Uganda	ODI	JS
2022-B	Study on Strengthened Decentralization Processes for Scaling up Climate Resilience Interventions that Support the Urban Poor in Asia (ongoing)	Nepal and Bangladesh	ADB	JS
2022-C	LoCAL (Local Climate Adaptive Living Facility) – support to establish the grant system and guidelines (several assignments)	Uganda	ODI (funded by UNCDF)	JS
2022-D	Support to review of options for introduction of performance grants in Uzbekistan	Uzbekistan	World Bank	JS
2022-E	Support to the new Urban Mission – Ministry of Urban Development, India	India	World Bank	JS
2022-F	Support to concept note on funding of performance-based climate resilience grants to governorates in Egypt	Egypt	UNCDF (sub-contracted by Dege Consult)	JS
2021				
2021-A	LoCAL (Local Climate Adaptive Living Facility) – scoping study	Sudan	UNCDF / LoCAL	JS
2021-B	Review of Urban Lending portfolio performance based grants	World wide	World Bank	JS
2021-C	LoCAL (Local Climate Adaptive Living Facility) – project formulation	Fiji	UNCDF / LoCAL	JS
2021-D	LoCAL (Local Climate Adaptive Living Facility) – project formulation	Vanuatu	UNCDF / LoCAL	JS
2021-E	Support to project design of the Integrated Economic Development and Community Resilience (IEDCR)	Solomon Islands	World Bank	JS
2021-F	LoCAL (Local Climate Adaptive Living Facility) – simplified performance based grant system	Tuvalu	UNCDF / LoCAL	JS
2021-G	Support to Intergovernmental Fiscal Transfer Reform Programme	Uganda	ODI	PT / JS
2021-H	LoCAL (Local Climate Adaptive Living Facility) – Review manuals – (ongoing)	Solomon Islands	UNCDF / LoCAL	JS

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2021-I	LoCAL (Local Climate Adaptive Living Facility) – Design study	Jamaica	UNCDF / LoCAL	JS
2021-J	LoCAL – 4 country desk presentation	Fiji, Vanuatu, Solomon Islands and Tuvalu	UNCDF/LoCAL	JS
2020				
2020-A	Decentralisation for Development in Zambia – concept for grants & backstopping fiscal decentralisation National conference	Zambia	GIZ through GFA	JS
2020-B	Quality assurance – implementation of the Palestinian Local government Action Plan, institutional set up and recommendations on mainstreaming of climate change adaptation in future programming	Palestine	Danida	JS
2020-C	Kerala Urban Service Delivery Project (KUSDP) - Development of City-level Grant	India, Kerala	World Bank	JS
2020-D	LoCAL (Local Climate Adaptive Living Facility) – scoping study	Solomon Islands	UNCDF	JS
2020-E	LoCAL (Local Climate Adaptive Living Facility) – scoping study	Palestine	UNCDF	JS / HBO
2020-F	Input into UNCDF publication on urban finance	Global	UNCDF	JS
2020-G	Update of the Provincial Government Performance Assessment tool and grant manual	Solomon Islands	Government of Solomon Islands	JS
2020-H	Supporting Reforms to the Financing of Local Service Delivery in Uganda	Uganda	ODI	JS / PT
2020-I	Review of Municipal fiscal space as a result of COVID-19	Global	UNCDF	JS
2020-J	LoCAL (Local Climate Adaptive Living Facility) – scoping study	Jamaica	UNCDF	JS
2020-K	LoCAL (Local Climate Adaptive Living Facility) – scoping study	Bhutan	UNCDF	JS
2019				
2019-A	India City Program, project identification	India	World Bank	JS
2019-B	Nepal- Concept note on LoCAL- Climate change fiscal system	Nepal	UNCDF	JS
2019-C	Identification of Key Priorities for the Ministry of Local Governments 1 st year Action Plan.	Palestine	Danida	JS
2019-D	Supporting Reforms to the Financing of Local Service Delivery	Uganda	ODI	JS
2019-E	Public Sector Governance for Service Delivery Program, design of the Performance Grant Component	Zambia	World Bank	JS
2019-F	Senior Intergovernmental Fiscal Transfer Specialist	Zimbabwe	World Bank	JS
2018				
2018-A	Local Governance Finance and Public Financial Management climate adaptation financing	Tuvalu	UNCDF	JS

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2018-B	Input to high-level workshop in Spain on SNG finance and funding options	Spain	UNCDF Global Conference	JS
2018-C	Support to the Intergovernmental Fiscal Transfer System in Uganda	Uganda	ODI/UK	JS / PT
2018-D	Support to Design of Performance-Based Grants under the Village Act in Indonesia	Indonesia	World Bank	JS
2018-E	Support to scaling up of LoCAL – Performance-based climate resilience grants to districts in Mozambique	Mozambique	World Bank	JS
2017				
2017-A	Design P4R Urban Local Government Development Program phase II	Ethiopia	World Bank	JS
2017-B	Experiences with local development funds in 10 countries compared	10 countries	UNCDF	JS / HBO
2017-C	Technical inputs for the preparation of Smart Cities PforR operation and the proposed City Challenge Fund	India	World Bank	JS
2017-D	Review of PBGS and support to PforR World Bank programs	Indonesia	World Bank	JS
2017-E	Design of Grant system Pakistan, Punjab	Pakistan	World Bank	JS
2017-F	Support to up-scaling of the USMID Program in Uganda	Uganda	World Bank	JS
2017-G	Input to publication on LG involvement in climate change investments	World Wide	UNCDF	JS
2016				
2016	Fiscal Decentralisation/BSI	Uganda	ODI	JS
2016	Scoping LoCAL	Tanzania	UNCDF	JS
2016	Concept Note LoCAL	Uganda	UNCDF	JS
2016	Municipal Finance Meeting	Tanzania	UNCDF	JS
2016	PBG West Bengal	India	WB	JS
2016	Start up support LoCAL	Tuvalu	UNCDF	JS
2016	Review of the Provincial Capacity Development Fund	Solomon Islands	Ministry of Provincial Strengthening	JS
2016	Review PBGS	Kosovo	SDC	GL / JS
2016	West Bengal Performance Based Grant Phase II	India	WB	JS
2015				
2015	Formulation Fiscal Decentralisation Programme	Bhutan	EU	HBO/JS
2015	Workshop on fiscal decentralisation	Kosovo	SDC	JS
2015	Grant Design	Belarus	EU	JS

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2015	PfR Grant Design – two phases	Kenya	World Bank	JS
2015	Workshop Training Materials LOGIN	Asia Region	SDC	JS/HBO
2015	Grant design support in Uganda	Uganda	ODI	JS
2014				
2014	Uganda - sub-contract	Uganda	RDC/Danida	JS
2014-	Pre-appraisal and appraisal of ULGDP II	Ethiopia	World Bank	JS
2014	Bangladesh - Review of Governance Program	Bangladesh	Danida	JS
2014	Preparation results framework and assessment of budget support criteria	Bangladesh	Danida	JS
2014	Analytical work on links and synergies	Bangladesh	Danida	JS

JS Jesper Steffensen
 PT Per Tidemand
 HBO Hans Olsen
 GL: Gerhard van't Land

Short narrative of the inputs provided in 2022 (additional narratives can be provided for all references):

Steffensen Consult Reference: 2022-A

Assignment Name: Support to the Intergovernmental Fiscal Transfer System in Uganda		Country: Uganda
Location within Country: Country wide		Professional Staff Provided by Your Firm: 1
Name of Client: Overseas Development Institute and Dege Consult (contractor) Contact person for client, ODI: Mark Miller E-mail: m.miller@odi.org		Nº of other subcontracted Staff: -
Address: Overseas Development Institute, London, UK		Nº of Staff-days; Duration of Assignment: days: 30
Start Date 1/7-2021	Completion Date: 30/6-2022	Approx. Value of Services : 20,760 GBP
Name of Associated Consultants, If Any: -		Nº of Months of Professional Staff Provided by Associated Consultants:
<p>Name of Senior Staff involved and functions performed:</p> <ul style="list-style-type: none"> Jesper Steffensen: senior consultants on the intergovernmental fiscal transfer program with focus on annual performance assessment, performance improvement strategies and interventions for local governments in Uganda. 		
<p>Narrative Description of Project:</p> <p>Comprehensive support to the GoU's intergovernmental fiscal transfer reform program including improved allocation, more equitable allocations of funds, better efficiency and accountability and improved grant management as well as strengthening of the capacity and performance of higher and lower levels of local governments as well as service delivery units.</p>		
<p>Description of Actual Services Provided by Your Staff:</p> <p>The consultants provided support to the following</p> <ul style="list-style-type: none"> Overall guidance on the intergovernmental transfer reform program; Support to development of the LG annual performance assessment Support to improvement of M&E systems for LGs' grant utilisation Support to performance enhancement strategies, plans and execution Support to strengthening of the institutional framework and coordination across agencies Support to design of performance-based sector development grants for health and school service delivery units. Support to review of impacts of performance-based grants in Uganda. 		
Firm's Name: Steffensen Consult as a sub-contractor to Dege Consult Ltd		

Steffensen Consult Reference: 2022-B

Assignment Name: Study on Strengthened Decentralization Processes for Scaling up Climate Resilience Interventions that Support the Urban Poor in Asia (focus on Nepal and Bangladesh)		Country: Nepal and Bangladesh
Location within Country: Home-based but with use of contracted national consultants (directly from ADB)		Professional Staff Provided by Your Firm: 1
Name of Client: Asian Development Bank and Dege Consult (contractor) Contact person for client, ADB E-mail: Mr. Arghya Sinha Roy, e-mail: asinharoy@adb.org And in collaboration with UNCDF. Sophie De Coninck < sophie.de.coninck@uncdf.org >		Nº of other subcontracted Staff: 2 national consultants (contracted by ADB)
Address: Asian Development Bank, Manila, Philippines		Nº of Staff-days; Duration of Assignment: days: 30 days
Start Date 1/4-2022	Completion Date: 30/9-2022	Approx. Value of Services: 30,000 USD
Name of Associated Consultants, If Any: -		Nº of Months of Professional Staff Provided by Associated Consultants:
<p>Name of Senior Staff involved and functions performed:</p> <ul style="list-style-type: none"> Jesper Steffensen: senior consultants on the intergovernmental fiscal transfer program as team leader for the comprehensive study on overall system of local government in Nepal and Bangladesh with the aim to review options for improved finance of climate change adaptation and mitigation (future CC interventions and funding opportunities) 		
<p>Narrative Description of Project:</p> <p>Study of the LG systems in Nepal and Bangladesh with the aim to explore future program initiatives, including functional assignments, finance, HR staffing issues, intergovernmental relations, climate change policies and strategies, role of LGs in climate change adaptation and mitigation, and future program options</p>		
<p>Description of Actual Services Provided by Your Staff:</p> <p>The consultants provided support to the following</p> <ul style="list-style-type: none"> Overall team leader for the study in the two countries- Nepal and Bangladesh, Production of inception report, draft reports and final reports, Data collection tools and analysis Review, interactions, discussions & recommendations on future funding options for local governments in the field of climate change adaptation and mitigation Review of projects with synergies and collaboration opportunities 		
Firm's Name: Steffensen Consult ApS (as sub-contractor to Dege Consult ApS).		

Steffensen Consult Reference: 2022-C

Assignment Name: Support to introduction of the Local Climate Adaptative Living Facility in Uganda, (LoCAL)		Country: Uganda
Location within Country: Home-based.		Professional Staff Provided by Your Firm: 1
Name of Client: ODI Contact person for client: ODI, Mark Miller m.miller@odi.org Web: www.odi.org.uk		Nº of other subcontracted Staff: -
Address: Overseas Development Institute London		Nº of Staff-days; Duration of Assignment: days: 10 days
Start Date 1/4-2022	Completion Date: 30/6-2022	Approx. Value of Services: 6,920 USD
Name of Associated Consultants, If Any: -		Nº of Months of Professional Staff Provided by Associated Consultants:
<p>Name of Senior Staff involved and functions performed:</p> <ul style="list-style-type: none"> • Jesper Steffensen: senior consultant on the intergovernmental fiscal transfer program with the main focus on support to introduction of performance-based climate resilience grants to local governments in Uganda, including design of the grants, design of performance assessment system, institutional framework, flow of funds, PFM issues and M&E system 		
Narrative Description of Project:		
<p>Description of Actual Services Provided by Your Staff:</p> <p>The consultant provided support to the following:</p> <ul style="list-style-type: none"> • Overall quality assurance consultant on all outputs, manuals guidelines and reports • Production of inputs to the performance assessment system • Review of grant size, allocation formulas, and horizontal allocation of funds • Data collection tools and analysis and provision of M&E tools and guidelines • Review of links with the overall intergovernmental fiscal transfer system and reform process. • Support to development of performance based climate resilience grant guidelines to LGs. 		
Firm's Name: Steffensen Consult ApS		

Steffensen Consult Reference: 2022-D

Assignment Name: Support on policy advice and workshop on performance grants to Sub-National Governments in Uzbekistan.		Country: Uzbekistan
Location within Country: Tashkent		Professional Staff Provided by Your Firm: 1
Name of Client: World Bank Contact person for client: Roland White, rwhite@worldbank.org		Nº of other subcontracted Staff: -
Address: World Bank, WDC, USA		Nº of Staff-days; Duration of Assignment: days: 10 days
Start Date June 1	Completion Date: 30/6-2022	Approx. Value of Services: 11,900 USD
Name of Associated Consultants, If Any: -		Nº of Months of Professional Staff Provided by Associated Consultants:
<p>Name of Senior Staff involved and functions performed:</p> <ul style="list-style-type: none"> Jesper Steffensen: senior consultant on the intergovernmental fiscal transfer program with the main focus on support to introduction of performance-based grants at a conference in Uzbekistan, and support to development of concept for future programming 		
Narrative Description of Project:		
<p>Description of Actual Services Provided by Your Staff:</p> <p>The consultant provided support to the following:</p> <ul style="list-style-type: none"> Preparation and delivery of presentation at high level workshop on performance grants to SNGs in Uzbekistan Organisation and facility of working groups Dialogue with Government on options for future reforms of the intergovernmental fiscal transfer system and introduction of performance grants Input to mission report and concept Input to review of current grant system and performance assessment system Sharing of international experiences from 20+ countries on performance grants 		
Firm's Name: Steffensen Consult ApS		

Steffensen Consult Reference: 2022-E

Assignment Name: Support to the new Urban Mission – Ministry of Urban Development, India		Country: India
Location within Country: Delhi.		Professional Staff Provided by Your Firm: 1
Name of Client: World Bank		Nº of other subcontracted Staff: -
Address: World Bank Washington DC.		Nº of Staff-days; Duration of Assignment: days: 30 days
Start Date 15/9-2022	Completion Date: 30/3-2023	Approx. Value of Services: 49,000 USD
Name of Associated Consultants, If Any: -		Nº of Months of Professional Staff Provided by Associated Consultants:
Name of Senior Staff involved and functions performed: <ul style="list-style-type: none"> • Lead consultant on the assignment, including review and assessment of previous urban programs, proposals for design parameters for the new urban program including flow of funds, size of grants, CB/TA etc. 		
Narrative Description of Project: Development of a new urban mission for cities in India.		
Description of Actual Services Provided by Your Staff: The consultant provided support to the following: <ul style="list-style-type: none"> • Analysis of urban finance • Development of the entire concept note and design parameters. • Production of inputs to the performance assessment system • Review of grant size, allocation formulas, and horizontal allocation of funds • Data collection tools and analysis and provision of M&E tools and guidelines • Review of links with the overall intergovernmental fiscal transfer system and reform process. • Institutional framework 		
Firm's Name: Steffensen Consult ApS		

Steffensen Consult Reference: 2022-F

Assignment Name: Support to introduction of the Local Climate Adaptative Living Facility in Egypt, (LoCAL)		Country: Egypt
Location within Country: Home-based.		Professional Staff Provided by Your Firm: 1
Name of Client: UNCDF (sub-contracted by Dege Consult). UNCDF. Sophie de Coninck.		Nº of other subcontracted Staff: -
Address: UNCDF New York		Nº of Staff-days; Duration of Assignment: days: 20 days
Start Date 1/6-2022	Completion Date: 30/9-2022	Approx. Value of Services: 17,000 USD
Name of Associated Consultants, If Any: -		Nº of Months of Professional Staff Provided by Associated Consultants:
<p>Name of Senior Staff involved and functions performed:</p> <ul style="list-style-type: none"> Jesper Steffensen: senior consultant on the intergovernmental fiscal transfer program with the main focus on support to introduction of performance-based climate resilience grants to local governments in Egypt including design of the grants, design of performance assessment system, institutional framework, flow of funds, PFM issues and M&E system. Team leader for the entire assignment 		
<p>Narrative Description of Project: Development of a concept note for introduction of performance-based climate resilience grants to Governorates in Egypt, including capacity building and mainstreaming of climate change considerations from planning to reporting.</p>		
<p>Description of Actual Services Provided by Your Staff:</p> <p>The consultant provided support to the following:</p> <ul style="list-style-type: none"> Development of the entire concept note and design parameters. Production of inputs to the performance assessment system Review of grant size, allocation formulas, and horizontal allocation of funds Data collection tools and analysis and provision of M&E tools and guidelines Review of links with the overall intergovernmental fiscal transfer system and reform process. Institutional framework 		
Firm's Name: Steffensen Consult ApS		