

## Curriculum vitae

- 1. Family name:** Olsen  
**2. First names:** Hans Bjørn  
**3. Date of birth:** 4th June 1959  
**4. Passport holder:** Danish  
**5. Civil status:** Married  
**6. Education:**

Institution [Date from - Date to]	Degree(s) or Diploma(s) obtained:
Socio-Economics and Planning 1982-1988, Roskilde University Centre	MA Public Administration, Socio-Economics and Planning

Email: [hbolsen2@gmail.com](mailto:hbolsen2@gmail.com)

Language skills: Indicate competence on a scale of A1 to C2

LANGUAGE	READING	SPEAKING	WRITING
Danish	Mother tongue		
English	C2	C2	C2
French	B2	B2	B2
German	B1	B1	A2
Swahili	A1	A1	A1

### 8. Membership of professional bodies:

**9. Other skills:** Computer skills (word, excel, power point etc.)

**10. Present position:** Team Leader, Africa Sustainable Cities Initiative (EIB)

**11. Years within the firm:**

### 12. Key qualifications:

- Mr Olsen is a **public sector reform, PFM, urban development and decentralisation expert**. He has more than 35 years of experience in aspects of urban, rural and local development in Africa and Asia. He has been Team Leader for the past 15 years on several identification / formulations / evaluations of Decentralisation, PFM Programmes, and worked with several multi-donor-sponsored interventions in General and Sector Budget Support, Finance/PFM, Local Governance/Decentralisation, Justice and Human Rights and sectors like Agriculture, Health and Education. The focus has also over the last 5-6 years been on proposing local climate change funding solutions to local government in relation to national grant transfer programmes with local PFM reforms included.
- Has worked with municipal finance and urban development in both Asia and Africa over the past 30 years. Extensive experience with donor funded projects / programmes including identification/formulation, review and evaluation of projects/programmes (budget support) including (sector) budget support for EU in e.g., Bhutan, Ghana, Lesotho, Nepal, Pakistan, Philippines, Rwanda, South Sudan, Tanzania, Uganda and Ukraine.
- Mr Olsen has especially worked with all aspects of overall public sector reforms and especially decentralisation reform, finance and fiscal reforms, and PFM which includes performance-based grants systems for regional and local government increasingly linked to climate change adaptation of local infrastructure investments as well as in sectors such as health, education, roads and agriculture in more than 30+ countries worldwide. Furthermore, was managing partner in Dege Consult Ltd from 2005 to 2020.
- He has excellent synthesis and reporting skills demonstrated through the above-mentioned assignments and is also experienced as a facilitator in the organisation of workshops and trainings.
- He holds a Post-Graduate Degree in Public Administration and is bilingual Danish/English with a working knowledge of French and has a Diploma from PEFA Course for Senior Practitioners' Oriol College, Oxford September 2015 (approved by PEFA Secretariat).

### 13. Specific experience:

Country	Date from - Date to
<b>Europe</b>	
Belarus	1995
Poland	1994
Ukraine	1995, 2015, 2016
<b>Africa</b>	
Benin	2009, 2010, 2011
Burkina Faso	1995, 2007
Comoros Islands	2010
Côte d'Ivoire	2021, 2022
Egypt	1997, 1998, 1999
Ethiopia	2005, 2007, 2008, 2010
Ghana	2007, 2008, 2015, 2016, 2017, 2018, 2019, 2020, 2022
Kenya	1999, 2007, 2011, 2020, 2021, 2022
Lesotho	2016, 2017
Liberia	2020, 2019, 2020
Malawi	2019
Mali	2008, 2009, 2010, 2019
Rwanda	2009, 2010, 2011, 2013, 2014, 2020
Senegal	2013, 2020
South Africa	2010, 2011, 2015
South Sudan	2012, 2013, 2016
Tanzania	2001-2006, 2007, 2008, 2009, 2010, 2011, 2013, 2014, 2016, 2017, 2018
Uganda	1994, 1995, 1996, 1997, 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2012, 2014, 2021, 2022
Zambia	2009, 2010, 2019
Zanzibar	2004, 2005, 2014
Zimbabwe	1995, 1998
<b>Middle East</b>	
Palestine	2007, 2013, 2020
<b>Asia</b>	
Afghanistan	1992-1993
Bangladesh	2010, 2014, 2015
Bhutan	2005, 2006, 2015, 2018, 2019
East Timor	2009
Nepal	1993, 1997, 1999, 2000, 2001, 2002, 2008, 2009, 2014, 2016, 2019
Pakistan	1989-1993, 2017, 2018, 2019, 2020
Philippines	2013
Papua New Guinea	2010
Sri Lanka	1996
Turkmenistan	2006
<b>South America</b>	
Nicaragua	1994
Venezuela	1995

### 14. Professional experience

Date from - Date to	Location	Company	Position	Description
January 2021 – December 2024	Sub-Saharan Africa	Senior Programme Coordinator Edin Mehmeti GFA Group, Hamburg, Germany <a href="mailto:Edin.Mehmeti@gfa-group.de">Edin.Mehmeti@gfa-group.de</a>	Team Leader, GFA ASCI Team	The EIB-funded “ <b>African Sustainable Cities Initiative (ASCI) – Technical Assistance Project</b> ” seeks to support 10 selected secondary cities in 4 countries (Ghana, Ivory Coast, Kenya and Uganda) in the sub-Saharan Africa (SSA) Region in achieving a number of Sustainable Development Goals (SDGs) – and SDG 11 in particular – as well as meeting the New Urban Agenda by: a) enabling better access to finance for sustainable urban infrastructure development through an integrated, planning-led, multi-sector approach; b) providing capacity development support for PFM; c) developing municipal financing strategies; d) fostering greater access to investors and e) providing advisory pre-feasibility support targeted at specific infrastructure projects.
August – December 2020	Ghana	Ruxandra Penescu GOPA GmbH Tel +40 316 303083 Fax +49 6172 930 500 <a href="mailto:ruxandra.penescu@gopa.de">ruxandra.penescu@gopa.de</a>	Team Leader – PFM and LG Budget Expert	The objective of this assignment is to produce a <b>Local Level Budget Management Manual</b> which includes Budget Principles, Practices and Standards to guide Local Level Budget Preparation and Management. Specifically, the Consultant is to: (i) Collect data on the various budget management practices in every district in the selected region and analyse and harmonize them; (ii) Develop standard activities and templates formats for budget management and reporting at the District level; (iii) Realign adopted activities and templates to existing literature and legal frameworks with the aim of mobilizing a wider use of the Budget Management Activities and Templates across the Local Government space; (iv) Review the link between planning and budgeting and make recommendations to bring a direct and strong linkages between them; (v) Conduct Training of Trainers on the use of District Budget Management Office Manual to enable them to mainstream the developed budget practices in their budget operations and ongoing reforms to achieve sustainable application and impact. All the above must factor in issues of gender, marginalised groups and inclusiveness.
September – October 2020	Pakistan	Sophie De Coninck Programme Manager Local Adaptive Living facility (LoCAL) (Africa/Global a.i.) UNCDF <a href="mailto:sophie.de.coninck@uncdf.org">sophie.de.coninck@uncdf.org</a>	Team Leader - Fiscal Decentralisation Expert	The objective is to lead the scoping for the LoCAL Performance-Based Grants System for Punjab, Pakistan. This will be considering experience and lessons learned in the country and by LoCAL overall at the various stages of the process (i.e. assessments and planning; climate change vulnerability, financing and budgeting; implementation of adaptation measures; performance assessments and reporting). Scoping in Punjab for assessing the conditions to successfully launch and implement a LoCAL project in collaboration with government agencies and development partners supporting local development and governance. The main aim is to introduce climate change funding at local levels.
August – October 2020	Rwanda	Sophie De Coninck Programme Manager Local Adaptive Living facility (LoCAL) (Africa/Global a.i.) UNCDF <a href="mailto:sophie.de.coninck@uncdf.org">sophie.de.coninck@uncdf.org</a>	Team Leader - Fiscal Decentralisation Expert	The objective is to lead the scoping for the LoCAL Performance-Based Grants System for Rwanda, considering experience and lessons learned in the country and by LoCAL overall at the various stages of the process (i.e. assessments and planning; climate change vulnerability, financing and budgeting; implementation of adaptation measures; performance assessments and reporting). Scoping Rwanda for assessing the conditions to successfully launch and implement a LoCAL project in collaboration with government agencies and development partners supporting local development and governance. The main aim is to introduce climate change funding at local levels.

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April – July 2020	Senegal	Sophie De Coninck Programme Manager Local Adaptive Living facility (LoCAL) (Africa/Global a.i.) UNCDF <a href="mailto:sophie.de.coninck@uncdf.org">sophie.de.coninck@uncdf.org</a>	Team Leader - Fiscal Decentralisation Expert	The objective is to lead the scoping for the LoCAL Performance-Based Grants System for Senegal, considering experience and lessons learned in the country and by LoCAL overall at the various stages of the process (i.e. assessments and planning; climate change vulnerability, financing and budgeting; implementation of adaptation measures; performance assessments and reporting). Scoping Senegal for assessing the conditions to successfully launch and implement a LoCAL project in collaboration with government agencies and development partners supporting local development and governance. The main aim is to introduce climate change funding at local levels.
March – June 2020	Palestine	Sophie De Coninck Programme Manager Local Adaptive Living facility (LoCAL) (Africa/Global a.i.) UNCDF <a href="mailto:sophie.de.coninck@uncdf.org">sophie.de.coninck@uncdf.org</a>	Team Leader - Fiscal Decentralisation Expert	The objective is to lead the scoping for the LoCAL Performance-Based Grants System for Palestine, considering experience and lessons learned in the country and by LoCAL overall at the various stages of the process (i.e. assessments and planning; climate change vulnerability, financing and budgeting; implementation of adaptation measures; performance assessments and reporting). Scoping Palestine for assessing the conditions to successfully launch and implement a LoCAL project in collaboration with PA and development partners supporting the Municipal Lending and Development Fund (MLDF). The main aim is to introduce climate change funding at local levels.
November 2019 – February 2020	Pakistan	Darko Stanojevic Project Manager IBF <a href="mailto:stanojevic@ibf.be">stanojevic@ibf.be</a>  Ms. Soudaina Wala Programme Officer - Public Finances European Union Delegation to Pakistan  Email: <a href="mailto:soudaina.wala@ec.europa.eu">soudaina.wala@ec.europa.eu</a>	Team Leader – PFM/Governance Expert	Team Leader for Final Evaluation of Public Financial Management Support Programme for Pakistan, (PFM-SPP): Final Evaluation to provide an understanding of the cause and effects links between inputs and activities, and outputs, outcomes and impacts. The main objectives of this evaluation are to provide the relevant services of the European Union, EU Delegation and the interested stakeholders with: (1) an overall independent assessment of the overall performance of the PFM-SPP, paying particular attention to its outcomes and outputs/results measured against its objectives; (2) Key lessons and recommendations in order to improve future Actions and assessing the extent to which the objectives of the programme, as laid down in the Financing Agreement and in the Logical framework (LFA), have been met. Key focus of the programme is public finance reform in terms of strategy and action plans, introduction of medium-term budgeting framework at federal and provincial level through change management and capacity building. The main users of this evaluation will be the EU delegation to Pakistan and the Ministry of Finance, Government of Pakistan as well as the provincial finance and planning & development departments in Sindh and Baluchistan.

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September – November 2019	Malawi	Johannes Edelmann Project Manager Particip, GmbH <a href="mailto:johannes.edelmann@particip.de">johannes.edelmann@particip.de</a>  Carlton Aslett Team Leader ISEM Programme Ministry of Education, Science and Technology Lilongwe, Malawi Email: <a href="mailto:carlton_ismem@particip.com">carlton_ismem@particip.com</a>	Fiscal Decentralisation Expert	Support to Education Facility and Decentralization Financing: In support of MoEST, the Expert will provide technical assistance to a MoEST National Finance Team on recommendations for a model of financing of all secondary schools that builds upon the lessons learned from basic education decentralisation and supportive of secondary schools meeting the minimum standards of service delivery as stated in the 2018 National Education Standards. Building upon the preferred options for financing Secondary Schools in the future decentralised structure, the Expert will support the Finance Team to develop system, processes and competences/skills for decentralised actors to successfully manage all financial management matters at the facility level. The Expert will work under the coordination of the MoEST Director of Finance and report to the Team Leader of ISEM-TA. The Expert will work with a National Finance Team, which will lead the writing, and deliver/mentor training of district trainers and the following (i) Review of current financing models within Education and other similar sectors with facility level financing; (ii) Development of Secondary School Facility-level Financing Options Paper; (iii) Development of Demonstration activity based upon agreed option, targeting 6 demonstration districts, including processes and tools for financial and change management by facility-level actors; (iv) Development and testing of training manuals; (v) Preparation of National Training Team for delivery of trainer training and mentoring; (vi) Evaluate materials, modality and training, and finalise for submission to MoEST Draft Operations Manual
August – December 2019	Liberia	Sophie De Coninck Programme Manager (Africa/Global a.i.) UNCDF <a href="mailto:sophie.de.coninck@uncdf.org">sophie.de.coninck@uncdf.org</a>	Team Leader - Fiscal Decentralisation Expert	The objective of this consultancy is to support the expansion of the LoCAL portfolio of programmes in Africa to integrate climate change adaptation into local development planning and budgeting by providing technical assistance to UNCDF and beneficiary countries in respect to: <ul style="list-style-type: none"> <li>Scoping the candidate country (Liberia), assessing the conditions to successfully launch and implement a LoCAL project in the countries</li> <li>Supporting the design of phase I in selected country, (Liberia), considering experience and lessons learned in the country and by LoCAL at the various stages of the process (i.e. assessments and planning; financing and budgeting; implementation of adaptation measures; performance assessments and reporting)</li> </ul>
May – September 2019	Ghana	Sophie De Coninck Programme Manager (Africa/Global a.i.) UNCDF <a href="mailto:sophie.de.coninck@uncdf.org">sophie.de.coninck@uncdf.org</a>	Team Leader - Fiscal Decentralisation Expert	EU Trust Fund (TF) Performance Based Climate Resilient Grants (PBCRGs) design: The design of the project focuses on Result 1: Local economies are stimulated and short-term job opportunities for youth, women and returnees are created through green and climate resilient investments; Result 2: Employability and entrepreneurship capabilities of youth, women and returnees are improved in sectors of economic opportunities, for the benefit of green and climate resilient local economies; Result 3: Increased access and usage of financial services, leveraging remittances, adapted to the needs of (i) youth, women and returnees benefiting from cash for work schemes and (ii) local communities and MSMEs; Result 4: SMEs, offering decent and sustainable jobs to youth, women and returnees, are incubated and/or accelerated and contribute to green and climate resilient local economies. Working under the overall guidance of the UNCDF Programme Manager (Global a.i.) and in close collaboration with the national consultant and other team members of the formulation mission, the expert will be responsible for contributing and developing of the project design an especially the PBCRG system.

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May – June 2019	Ghana	Julia Kachaienko Consultant International Development Unit, Ecorys, NL  T: +31 (0)10 453 8 6 98 E: <a href="mailto:julia.kachaienko@ecorys.com">julia.kachaienko@ecorys.com</a>	Fiscal Decentralisation (NKE)	Decentralisation Technical Group Support for the development of National Decentralisation Policy Framework (NDPF)/National Decentralisation Action Plan (NDAP 2020-2024): Technical Assistance to the Inter-Ministerial Coordinating Committee (IMCC) to review of the following documents: Relevant GoG policy documents and regulatory frameworks; Joint Decentralisation Review, 2012, 2014, 2017; MDA Joint Annual Work plan, 2019; IMCC-TAT Inception-Report, 2019; NDPF/NDAP,(2015-2019) progress reports & evaluation. To advance the fiscal decentralisation reform objectives, strategy and establish its institutional framework and activities, and review the progress of the Inter-Governmental Fiscal Framework (IGFF) implementation (focused on both revenue and expenditure) in order to accommodate the recent policy changes, adopted laws and regulations to ensure that it is realistic, consistent with other relevant strategies and reforms. Draft contributions to the NDPF/NDAP (2020-2024).
February – April 2019	Nepal	AECOM, Spain Mrs Alba del Río Alonso Project Manager at Framework Contract Unit <a href="mailto:alba.delrio@aecom.com">alba.delrio@aecom.com</a>  Mrs Odile HUMBLOT Senior Programme Manager in Governance EUD, Kathmandu, Nepal <a href="mailto:Odile.HUMBLOT@eas.europa.eu">Odile.HUMBLOT@eas.europa.eu</a>	Team Leader	Formulation of Budget Support to Federalism and Nutrition in Nepal: The overall objective is to support the EU Delegation in formulating two budget support (Sector Reform Contract) interventions in the fields of Federalism and Nutrition. Further elaborate and finalise two action documents (AD) to be presented at the DEVCO Quality Review Group (QRG) meeting. Analysis of the eligibility conditions, provide the implementation details and partners of the interventions, propose relevant performance indicators to be used for the disbursements and assist in the design of the indirect management components as well as the technical assistance to be part of the complementary measures.
December – March 2018/19	Zambia	Christin Schulz M.A., Governance Advisor, (GIZ) E: <a href="mailto:christin.schulz@giz.de">christin.schulz@giz.de</a>	Decentralisation and Evaluation Expert	Evaluation of the (Revised) Decentralisation Implementation Plan (2014-2017): implementation of the Decentralisation Implementation Plan has been underway since its approval in 2009. However, full implementation of the Plan only commenced in 2014 when Cabinet Office released Circular 10 of December 2014, which kick started the devolution of earmarked functions to councils. The main objective of the consultancy is to evaluate and establish the extent to which the decentralisation implementation and decentralisation reform has achieved the goals, objectives and milestones against the planned targets of public sector changes. Further objective of the consultancy is to provide specific future recommendations for developing the new DIP 2019-2021 that should be based on the lessons learned as well as providing recommendations for managing the implementation process of the new DIP. The integration of experiences and lessons from similar processes in the region and internationally are specifically desired in order to enrich and improve the way forward.

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December – January 2018/19	Mali	<p>Kola Sow <a href="mailto:kolsow@um.dk">kolsow@um.dk</a></p> <p>Chargé de Programme Décentralisation TÉL (+223) 20 70 53 00 / CELL (+223) 75997348 Ambassade Royale de Danemark, Bamako, Cité du Niger 2 Lot K94 et 95 / BP E1733 Bamako <a href="http://www.bamako.um.dk">www.bamako.um.dk</a></p>	Team Leader	<p>Review of Danish Support to Decentralisation: the review will make recommendations to the Embassy and national partners regarding further implementation of the commitment and possible adjustments.</p> <p>The specific objectives of the journal are: (i) Evaluate the implementation of the commitment, including the results obtained in relation to the objectives, resources and means available and the expected results, and highlight the difficulties / constraints encountered; (ii) Analyse the implementation mechanism of the commitment, highlight the constraints preventing the achievement of the results and propose corrective measures; (iii) Analyse the effects / risks of institutional instability on the implementation of the commitment (frequent departmental change); (iv) Analyse the consistency of the DED and the evolution of its assumptions (v) Formulate recommendations for possible readjustments of the DED to improve its implementation and the achievement of results and impacts.</p>
December 2018 – January 2019	Bhutan	<p>Linpico Sarl, France Programme Officer <a href="mailto:milogaisford@linpico.com">milogaisford@linpico.com</a></p> <p>Mr Shouvik Datta Programme Officer EUD, India <a href="mailto:Shouvik.DATTA@ee.as.europa.eu">Shouvik.DATTA@ee.as.europa.eu</a></p>	Budget Support and Decentralisation expert	<p>Evaluation of Budget Support Result Indicators for 2018 To support the implementation of budget support programmes through the analysis of eligibility criteria. To carry out sector performance assessment, analyse the progress on the Result Indicators (RIs) and sector policies in support of sound implementation (including communication aspects) of the two EU supported sector budget support programmes currently being implemented in Bhutan in line with two financing agreements signed between the EU and the Government of Bhutan, namely 1) Capacity Development for Local Government and Fiscal Decentralisation and 2) Rural Development and Climate Change Response.</p>
July – October 2018	Ghana	<p>Johannes Miller Project Manager Particip GmbH - E-Mail: <a href="mailto:johannes.miller@particip.de">johannes.miller@particip.de</a></p> <p>Helen Allotey Manager of Particip Expert Pool <a href="mailto:helen.allotey@particip.com">helen.allotey@particip.com</a></p>	PFM Expert	<p>Good Financial Governance Programme (GFG) Ghana – non-tax revenue (NTR): The specific objective of this assignment is the development of manuals and guidelines for NTR/Internally Generated Funds (IGF) mobilisation. In addition, the assignment will cover the development of a National Policy on NTR/IGF and the validation of the National Policy, Manuals and Guidelines. The development of five (5) Guidelines for the NTR/IGF mobilization and management in the following areas: (i) Costing and pricing of government's goods and services; (ii) IGF projection; (iii) Review of IGF rates for fees and charges; (iv) Granting of retentions; (v) IGF banking services; and (vi) Development of a National Policy on NTR/IGF.</p>

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June – December 2018	Pakistan	Mrs Yoonhee Kim Sr. Urban Economist Urban Development, South Asia  +1.202.473.8440 1818 H street NW, Washington DC 20010  <a href="mailto:ykim3@worldbank.org">ykim3@worldbank.org</a>	Team Leader / PFM expert	The objective of this assignment is to carry out technical assessment and provide analytical input and technical assistance to the preparation of Components 1 (performance-based block grants) and 3.1 of the proposed Project. The detailed scope of work for this assignment is as follows: <i>Institutional Assessment</i> : The consulting firm will provide an analysis of institutional and human resource capacities at the local government (LG) and provincial (GoS) level, with the provincial level analysis pertaining to agencies/Ministries/Departments providing municipal services in Karachi. <i>Fiscal Assessment</i> : The consulting firm will provide a fiscal assessment of the KMC and all DMCs by collecting and analysing their budget and financial data. This entails the municipal-level financial analysis of: (a) Own source revenues (OSRs) (e.g., different sources of OSRs, amounts, level of discretion, trends); (b) Inter-governmental transfers (types / conditionalities of grants, including PFC and special grants, amounts, distribution, trends). This should also include an analysis of inter-governmental coordination on fiscal transfers; mechanisms in place for fiscal transfers and the entities involved in the process (such as Finance Department). It should also describe the gaps / weaknesses in the processes; and challenges in coordination in this area; (c) Borrowing (e.g., sources of loans, amounts, contingent liabilities, trends) [Note: LGs in Sindh are generally not allowed to borrow at all, as per law; (d) Expenditures (e.g., capital vs. recurrent expenditure, amounts by type of expenditure, and trends).
February – April 2018	Pakistan	Ms. Soudaina Wala Programme Officer - Public Finances European Union Delegation to Pakistan  <a href="mailto:soudaina.wala@ccas.europa.eu">Email: soudaina.wala@ccas.europa.eu</a>	Team Leader – PFM/Governance Expert	Team Leader for Mid Term Review (MTR) of Public Financial Management Support Programme for Pakistan, (PFM-SPP): MTE to provide an understanding of the cause and effects links between inputs and activities, and outputs, outcomes and impacts. The main objectives of this evaluation are to provide the relevant services of the European Union, EU Delegation and the interested stakeholders with: (1) an overall independent assessment of the past performance of the PFM-SPP, paying particular attention to its intermediate results measured against its objectives; (2) Key lessons and recommendations in order to improve current and future Actions. In particular, this evaluation will serve to assess the immediate results and outputs as mentioned under section 1.2 and assessing the extent to which the objectives of the programme, as laid down in the Financing Agreement and in the Logical framework (LFA), have been met. The main users of this evaluation will be the EU delegation to Pakistan and the Ministry of Finance, Government of Pakistan as well as the provincial finance and planning & development departments in Sindh and Baluchistan.
December 2017 – January 2018	Tanzania	Sophie De Coninck Programme Manager - LoCAL (Africa) <a href="mailto:sophie.de.coninck@uncdf.org">sophie.de.coninck@uncdf.org</a>	Team Leader – Performance Based Climate Resilient Grants Expert	Design phase I Annual Performance Assessment Manual for the Local Climate Adaptive Living Facility (LoCAL)/Decentralised Climate Fund (DCF) Tanzania - The objective of this consultancy is to support the LoCAL project in Tanzania to develop a performance assessment manual and deliver training to the 3 pilot districts. Working under the direct supervision of the LoCAL Project Manager (Africa), on the ground supervision of the UNCDF Programme Officer in Tanzania and in close collaboration with the government (President's Office Regional Administration and Local Government) and the International Institute for Environment and Development (IIED) the consultant will be responsible for providing technical support to: Performance Assessment Manual Training and assessment (learning by doing).



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October – December 2017	Ghana	Sophie De Coninck Programme Manager - LoCAL (Africa) <a href="mailto:sophie.de.coninck@uncdf.org">sophie.de.coninck@uncdf.org</a>	Team Leader – Performance Based Climate Resilient Grants Expert	Design phase II of Local Climate Adaptive Living Facility (LoCAL) Ghana in the context of on-going decentralization efforts (SWAp and integration of DDF into DACF), considering experience and lessons learned. Working with the government of Ghana (MLGRD and IMCC) the expert will be responsible for contributing to the following tasks by: (i) Reviewing the LoCAL phase I document and Annual Performance Assessments (APAs); (ii) Participating in briefing and debriefing sessions with the the GoG, UNCDF and DPs; (iii) Participating to design analysis and mission(s) to Ghana, including understanding/reviewing: Existing environmental and climate change data and information or assessments as well as gaps in terms of information, systems or guidance, with a view to inform the design; National and local planning and budgeting processes and guidelines and how they relate to climate change adaptation and local governments; Ongoing reforms of the decentralization sector (SWAp and integration of DDF into DACF); and the existing FOAT manual under the DDF and DACF indicators and how they relate to the LoCAL approach.
August – October 2017	Ghana	Frederic Varenne (Mr) Programme Officer – Governance Section. Delegation of the European Union to Ghana 81 Cantonments Road, Accra <a href="mailto:frederic.varenne@eea.europa.eu">frederic.varenne@eea.europa.eu</a>	Team leader – Budget Support & Decentralisation Expert	Final evaluation of Budget Support to Ghana Decentralisation Support Programme II: The <i>Overall Objective</i> of the assignment is to review the progress of the implementation of the national decentralisation policy framework (2015-2019) in Ghana. Specific objective(s) The <i>Specific Objectives</i> of the assignment are as follow: i) to review the advancement (progress and challenges) of the decentralisation policy since the previous review in August 2015; ii) to review on achievement of agreed budget support indicators and targets under the Decentralisation support Programme II and inform on the disbursement of the variable tranches; iii) to report on lessons learnt from the period starting since the previous review of advancement of the decentralisation policy review and to formulate recommendations for the forthcoming decentralisation programme under the 11 <sup>th</sup> EDF.
August 2017 – February 2018	Pakistan	The World Bank Islamabad Office, 20-A Ramna 5/1, Telephone (92 51) 2279641 TTL Mrs Shahnaz Arshad, <a href="mailto:sarshad@worldbank.org">sarshad@worldbank.org</a>	Team Leader Fiscal Decentralisation Expert	Design Performance Based Grant for the Punjab Cities Program: The Program Development Objective is to improve governance, management, and service delivery in the participating cities of Punjab. The Program will employ a performance grants mechanism based on performance-based-financing provisions embedded within the Punjab Local Government Act (PLGA) 2013. Bank assistance will help develop the mechanism, to be made a part of the Provincial Finance Commission (PFC) Award which currently uses formula-based allocations based on population, poverty, and development criteria. A performance-based window for providing grants based on annual performance assessments of the LGs will be established. The Performance Grants System will be fully embedded into the larger fiscal transfer system providing additional funds in addition to the basic formula-based transfers.
May – July 2017	Lesotho	Jenifer Bukokhe Wakhungu (PhD), Regional Technical Advisor, Local Development Finance Practice (LDFP) <a href="mailto:Jenifer.bukokhe@uncdf.org">Jenifer.bukokhe@uncdf.org</a>	Team Leader	Lessons Learned Deepening Decentralisation Programme (DDP): funding from the European Union (EU) in partnership with United Nations Capital Development Fund (UNCDF) and the United Nations Development Programme (UNDP) has been implementing the DDP since October 2012. The objective of the assignment is to collect and analyse lessons learned from the implementation of the DDP to inform the current and future interventions on deepening decentralization in Lesotho. The document will also be used as a knowledge management product and experiences will be shared both at internationally and nationally. The report will be used to promote institutional learning and the complex processes involved and provide pointers to policy improvement.

Date from - Date to	Location	Company	Position	Description
March – July 2017	Ghana	Frederic Varenne (Mr) Programme Officer – Governance Section. EUD, Ghana <a href="mailto:frederic.varenne@eea.europa.eu">frederic.varenne@eea.europa.eu</a>	Team Leader	Formulation of EU Budget Support Programme support to Decentralisation in Ghana phase II under 11th EDF: The global objective of the assignment is to compile and analyse the necessary information for the Delegation of the European Union (EUD) to Ghana and the Government of Ghana (GoG) to formulate a programme supporting decentralisation in Ghana. The specific objectives are: (i) to draft an Action Document and all annexes for a programme supporting decentralisation and PFM reform in Ghana and support the EUD and the GoG in the decision-making process for the adoption of the Action Document with budget support indicators; (ii) to draft and on the basis of the final draft of the Action Document to be submitted to the European Commission, the necessary Descriptions of the Action and/or Terms of Reference for complementary measures and/or Guidelines for Calls for Proposals for the different projects/components of the programme. For EUD/ADE from March – June 2017
October 2016 – January 2017	Global	Daniel Platz, PhD   UNDP - Economic Affairs Officer, Financing for Development Office   Department of Economic and Social Affairs United Nations   Room DC2-2156   Email: <a href="mailto:platz@un.org">platz@un.org</a>	PFM Expert	PFM Expert to provide an overview chapter of trends and challenges faced by local authorities in Least Developed Countries in Africa and Asia in public financial management: The chapter should: Describe the most common trends and challenges faced by local authorities of Least Developed Countries in reforming public financial management and analyse the success of the most common reforms that were put in place efforts to tackle such challenges. Provide expert assessment on how useful common assessment tools (e.g. PEFA, LAFIAS) have been for reforming public financial management in LDCs and suggest possible improvements.
June – October 2016	Tanzania	Sophie De Coninck Programme Manager, (UNCDF Africa) Local Climate Adaptive Living Facility (LoCAL) <a href="mailto:sophie.de.coninck@uncdf.org">sophie.de.coninck@uncdf.org</a>	Team Leader	Team Leader for the consultancy to undertake the design of a Performance-Based Grants System for Climate Resilience in Tanzania (PBCRGS) in local governments, in the context of a partnership between IIED and LoCAL/UNCDF to support PO-RALG scale up devolved climate finance in support of local adaptation and their accreditation as a National Implementing Entity of the GCF, taking into account experience and lessons learned in the country and by IIED and LoCAL, at the various stages of the process (i.e. assessments and planning; vulnerability, financing and budgeting; implementation of adaptation measures; performance assessments and reporting). For UNCDF Tanzania June to August 2016.
May – July 2016	Lesotho	ICE, Brussels for EUD, Maseru  Programme Officer,  <a href="mailto:Mariam.HOMAYOUN@ecas.europa.eu">Mariam.HOMAYOUN@ecas.europa.eu</a>	Governance expert	Identification of Potential Interventions in the Governance Sector under 11th EDF in Lesotho: two stage Study will include a first leg of the assignment which will provide advice on possible options for areas of intervention within the sub-sectors of the governance focal sector. It should also contemplate the possibility of complementing the interventions by bringing in support to strengthen the role of civil society in those areas. EUR 7 million has been allocated for support to civil society under the 11th NIP. The study will focus on the following issues: i) Improved public sector management and service delivery; ii) Support to the Parliament as an institution, in particular to its oversight committees dealing with the focal sectors of the EDF 11 (water, energy, governance); iii) Rule of Law/access to justice and an independent and effective judiciary; iv) Improved public finance management; v) Support to civil society, especially in its role as a monitor of public service delivery.

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April-May 2016	Nepal	Anil Chandrika <a href="mailto:anil.chandrika@undp.org">anil.chandrika@undp.org</a> Development Partners (DP) Cell Local Governance & Community Development Programme (LGCDP-II)	PFM & Fiscal Decentralisation Expert	Mid Term Review of the Local Governance and Community Development Program Phase II for Ministry of Federal Affairs and Local Development (MOFALD): As stated in the JFA of LGCDP II an MTR of the programme needs to be conducted in 2016. It is also stated that GoN, together with JFA DPs, have been coordinating and managing the review process. Accordingly, the Sub-National Advisory Committee meeting of LGCDP held on 2 October 2015 has agreed on the objectives of MTR are as follows: (I) To review the relevance, effectiveness, efficiency and sustainability of LGCDP II to date against its results framework and programme objectives; (II) To provide recommendations for necessary adjustments in order to adapt rapidly changing context so that current programme can attain its principal objectives; and (III) To provide design options for a follow-on or new local governance reform programme in new political context.
February – June 2016	South Sudan	AECOM, Spain  Program Manager, European Union Delegation in South Sudan  <a href="mailto:Gabriel.DAYRE@ec.europa.eu">Gabriel.DAYRE@ec.europa.eu</a>	Team Leader	Team Leader for the Evaluation of Technical Assistance for sub-national capacity building in payroll and PFM: the objective of the assignment is to provide an overall independent assessment of the past performance of the intervention, paying particular attention to the results of the project against its objectives; and key lessons and recommendations in order to improve current and future action. The specifically to (i) Detect real changes in the field and analyse the changes attributable to the intervention; (ii) Check and explain achieved results; (iii) Identify and judge unexpected results; (iv) Assess the performance of the direct beneficiaries (counties and states) with regards to their PFM and payroll mandates covered by the intervention; (v) Assess the sustainability of the intervention's benefits and suggest improvements to the design of the technical assistance and capacity-building; and (vi) In light of the evolving country and sector context, provide indications on the options and feasibility of future EU support and what changes of policy direction are needed.
October 2015 – January 2016	Ukraine	For Ministry of Foreign Affairs and Danish Embassy Kiev EUN/Programme Officer <a href="mailto:jestof@um.dk">jestof@um.dk</a>	Team Leader	Identification of Democracy, Constitution Reform and Decentralisation Programme in Ukraine - The Identification Team provide the Danish MFA with updated information and data on the current political situation in Ukraine, specifically concerning the status of the reform agenda within the field of constitutional reform, decentralisation and development of regional and local government. Based on this, the Team shall identify relevant areas that could feed into a Danish funded programme from 2016 to 2019/2020, and support was identified to the EU/multi-donor U-LEAD programme. An Identification report, which does not exceed 30 pages plus appendices and with an executive summary. First preliminary Concept Note including Theory of Change (to be presented to the Programme Committee of MFA in January 2016), including four annexes: i) Results Framework; ii) Risk management Matrix; iii) Environmental and Climate Screening Note and iv) HRAB/Gender Screening Note.
May 2015 – September 2015	Netherlands Benin, Ghana, Palestine, South Africa	For VNG, Netherlands  Mrs Irene Oostveen, Programme Manager  <a href="mailto:Irene.oostveen@vng.nl">Irene.oostveen@vng.nl</a>	Local Government Expert	Mid-term Evaluation of Local Government Capacity Programme (LGCP 2012-2016): The overall objective of the programme is to develop capacity of participating local governments and local government associations in countries of implementation. The programme results are further broken down according to the 5 capabilities model of ECDPM. For each country, a specific country programme has been developed. The evaluation will focus on the period from January 2012 till April 2015 and on the appreciation of the LGCP (which covers 10 countries in Asia, Africa and South America), limited to 4 countries: Ghana (WASH), Benin (LED/Food security), the Palestinian Territories (LED) and South Africa (Water governance). Review to analyse the LGCP programme strategies, interventions and activities to guarantee effectiveness, efficiency and relevance for capacity development of local governments, local government associations and water authorities in participating countries.

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January 2015 – April 2015	Bhutan	For EUD, India/Bhutan  Karine Olislagers Cooperation Manager Delegation of the European Union to India karine.olislagers@eeas.europa.eu	Team Leader	Formulation of EU Budget Support to Local Governance Sustainable Development Programme in Bhutan under the Multiannual Indicative Programme (MIP) 2014-2020: (i) to assess local governance sector of the 11th FY Plan and prepare implementation details for the EU programme under a Sector Reform Contract with budget support; (ii) develop an Action Fiche plus annexes for proposed EU support to local governance in Bhutan and on how best to fit into the on-going Local Governance and Sustainable Development Programme (LGSDP) 2013-2018; (iii) conduct dialogue with government partners and elaborate a decentralised governance sector policy assessment; (iv) elaborate a Sector Reform Contract with budget support indicators for EU support to LGSDP; (v) review CB needs of LGs and make recommendations and (vi) assess crosscutting issues and eligibility criteria for budget support.
August 2014 – March 2015	Bangladesh	Danish Embassy, Dhaka  Mogens Strunge Larsen, Head of Aid Section  moglar@um.dk	TL & Process Consultant	Formulation of the Country Programme for Bangladesh (2016-2021): The Process Consultant to be engaged with the responsibility to formulate the Country Programme. Other international consultants, who are not part of Process TOR, will be engaged to formulate the Thematic Programmes/Development Engagement Documents and will provide inputs to the Country Programme. The Process Consultant will work closely with the consultants responsible for the preparation of the Thematic Programme/Development Engagement Documents. The work of the Process Consultant will be divided into 4 missions starting with an inception mission to be followed by 3 formulation missions. The consultancy assignment shall follow a participatory consultative process, involving the appropriate Bangladeshi authorities, development partners, the Danish Embassy and other stakeholders at all stages. The objective of the consultancy is the formulation of the Country Programme in Bangladesh for July 2016 to June 2021.
August – September 2014	Tanzania/Zanzibar	UNDP and Ministry of Finance and Ministry of Health, Zanzibar  Jonathan Wolsey, TA, MOF  jonathanwolsey@hotmail.com	Decentralisation/Health/Basket Funding Expert	Assessing a new aid modality in Zanzibar: the District Health Services Basket Fund: The main results expected from the completion of the assignment as follows: (i) Strengthened analysis basis available that underscores the experience with the basket, the challenges and results achieved so far, as well as recommendations on using more country-system friendly and sector-aligned modalities in Zanzibar; (ii) Better visibility of Zanzibar's aid landscape among DPs in Tanzania; (iii) Strengthened efficiency and effectiveness in the delivery of Primary Health Care, as delivered by the districts through the basket. The assessment, by looking at the implementation of the basket so far, both in terms of strengths and weaknesses, should inform the next phase of the instrument, and as such improve both its effectiveness and efficiency looking forward.
March – May 2014	Rwanda	For the EUD, Rwanda and MINECOFIN  Janouk Belanger, Attaché  Janouk.BELANGER@eeas.europa.eu	Team Leader/ EU Governance Expert	Diagnostic and Identification of Accountable Governance Support for EU EDF 11 National Indicative Programme 2014-2020: The general objective of this assignment is to provide support to foster accountable governance in line with a) the National Economic Development and Poverty Reduction Strategy (EDPRS 2) and Vision2020; b) the existing sectoral strategies and working groups, c) and the EU policies and guidelines. Make well-balanced concrete suggestions for the identification and formulation of projects/programs to be financed under the 11th EDF (2014-2020); and to assist the EU Delegation to Rwanda in the development of the corresponding documents, according to the EU standard formats, for the approval of specific projects/programs at the identification stage. The Public Financial Management and Accountability and Governance Sector is dominated by a mix of budget support, programme and direct project support.

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October 2013 – September 2015	Nepal	ICF GHK and Dege Consult Joint Venture for ADB, Manila and MOFALD, Nepal  Mr Siddhanta Vikram Senior Public Management Specialist svikram@adb.org	Dege Consult Team Leader - PFM and Performance Based Grants Assessment	Strengthening Public Management Program in Nepal (Dege Programme Manager and Expert on Performance Based Grants/VDCs) 3 key PFM TA experts from Dege Consult focus on assistance to MOFALD, for 18 months (intermediate) in Public Financial Management: (i) Review and assess the Public Expenditure Tracking Studies (PETS) conducted in 2011; (ii) Design a more comprehensive PETS to be conducted by MOFALD under the Program; (iii) Support the MOFALD in supervising and conducting the PETS. Furthermore, review the block grant guidelines issued to local bodies and appraise the extent to which the guidelines are consistent with Local Governance and Community Development Programme (LGCDP) as a whole and with the policies and safeguards that the program explicitly subscribes to (gender equality and social inclusion, environmental and social concerns, poverty reduction, capacity building, etc.); Develop guidelines/manual for the application of performance indicators in VDCs on a pilot basis; Develop MC & PM indicators for conditional grants to devolved sectors; Review and make an assessment of the existing performance based grant/MCPM system of the last five years and recommend an appropriate grant system in the context of federal structure in Nepal. Finally, review and assess the effectiveness of the existing medium-expenditure framework at the national level; Identify the key macroeconomic variables that would feed into the preparation of medium-term expenditure framework (MTEF); Support MOFALD in developing a Medium-Term Budget Framework (MTBF) for local governments.
October – November 2013	Palestine	Joelle Piraux, Senior Programme Officer, BTC Brussels Joelle.PIRAUX@btcctb.org	Team Leader/ Local governance	This mid-term review (MTR) of the Local Government Reform & Development Programme (LGRDP) in Palestine comes after nearly 2 1/2/ years after the start of its implementation and with about 2 years left before termination (January 2011 – January 2016). The overall purpose of the MTR is to assess the performance and achievement of the programme in reaching the expected results and the specific objective. The MTR will also propose recommendations for the formulation of the second phase of the project, planned late 2013. The MTR will assess the five basic criteria, namely: (i) Relevance; (ii) Efficiency; (iii) Effectiveness; (iv) Impact and (v) Sustainability. Palestine, for BTC October-December 2013
September – October 2013	Tanzania	Olivier Coupleux Delegation of the European Union Umoja House Dar Es Salaam, Tanzania Olivier.couplex@eea.s.europe.eu  Sebastian Gahnström Finnish Embassy Dar es Salaam Sebastian.Gahnstrom@formin.fi	Budget Support and PFM Expert	Support by Finland for the joint EU/Denmark/Finland/Ireland/Sweden assessment of General Budget Support (GBS) Formulation Mission: The Finnish-hired expert will work in collaboration with the rest of the expert team of the formulation mission achieving the objectives as defined in the general Terms of Reference for the Formulation Mission, in particular a package of support to the accompanying measures. Building on the findings of the identification mission in May 2013, the Finnish-hired expert will be specifically responsible for: (i) Contribute to the work of the joint formulation mission to formulate an accompanying measures package. This entails reviewing and identifying options for a harmonized support package and/or coordination mechanisms among participating DPs for supporting PFM (assessing Public Financial Management Eligibility), Good Governance, anti-corruption and transparency and accountability in Tanzania; (ii) Assessing the needs and options for supporting PFM, Good Governance, anti-corruption, transparency, oversight of the budget and accountability, and preparing a support proposal for Finland taking into account Finland's interests and objectives under its new Country Strategy for Tanzania and finally assessing the public policy eligibility as well as overall eligibility criteria for release of EU/Denmark/Finland/Ireland/Sweden general budget support. The consultant is expected to contribute to the overall report of the formulation mission to be delivered by the Team Leader, with special emphasis on the accompanying measures package. In addition, the consultant is expected to submit a report to the Embassy of Finland in Dar es Salaam, which will include a proposal for future Finnish support to PFM, Good Governance, anti-corruption, or transparency, oversight of the budget and accountability as a supplement to Finland's GBS contribution. This support falls under Finland's strategic objective of supporting Good governance and equitable service delivery.

Date from - Date to	Location	Company	Position	Description
May – July 2013	Philippines	EUD, Manila Mr Eric Galvin, Attaché Programme Manager Eric.GALVIN@eeas.europa.eu	Team Leader/ Governance expert	Final Evaluation of the Programme "Dialogue on Governance: EU – Philippines Strategic Projects Facility II" (SPF II): The global objective is to provide the Delegation with an independent assessment of the SPF II programme, and with relevant input for any further financial assistance in related field by the EU and/or other donors. The evaluation shall assess to what extent the Commission assistance has been relevant, coherent, effective, efficient and sustainable in providing the expected impacts along with EU added value. It should also assess the coherence with the relevant EU policies and the Philippines' priorities and activities. Considering the long-term nature of decentralisation processes, the assessment of achievements should be against trends and development rather than fixed and standardised targets.
March – August 2013	Senegal Tanzania Rwanda (Mozambique and Sierra Leone)	UNCDF and UNWOMEN  Head Evaluation Office, UNCDF Andrew Fyfe Andrew.fyfe@uncdf.org	Team Leader/ Local Development programme	The final evaluation of the Gender Equitable Local Development (GELD) programme is being conducted as agreed in the project document and in accordance with UNCDF Evaluation Policy and its Evaluation Plan 2012-2013. The objectives of the final evaluation are: (1) Validate programme results in terms of achievement and/or weaknesses towards the outcomes and output at country level, with a critical examination of how/to what extent the GELD Model contributed to the creation of an enabling environment for the application of gender responsive planning and budgeting at local level in the five host countries. (2) Assess the potential for sustainability of the results and feasibility of nationally/locally led replication and up scaling of the GELD Model in the 5 pilot countries and in Ethiopia.
October 2012 – June 2013	South Sudan	World Bank and Ministry of Finance and Economic Planning (MoFEP), Juba  Moses Mabior Deu, Director of Aid Coordination, Ministry of Finance and Economic Planning	Team Leader/Deputy Team Leader/ Governance Expert	Development of Operational Manual for World Bank support to GoRSS's national programme through the Local Governance and Service Delivery Project (LGSDP) will comprise four project components: (1) block grants to counties and communities; (2) community engagement; (3) institutional strengthening; and (4) implementation support. Dege Consult for MoFEP/LGB and the WB South Sudan.
June 2012 – December 2012	South Sudan	CBTF and Ministry of Finance and Economic Planning (MoFEP), Juba John G. Awan, MoFEP (Budget Department) awan.mofep@gmail.com	Team Leader/ Local Government PFM	Preparing a Local Government Public Financial Management Manual for the Government of South Sudan: The objectives of the assignment are to: (i) produce an Inception Report outlining the broad design parameters of a county PFM framework, to be presented to the Local Government PFM Technical Working Group; (ii) develop a comprehensive Local Government Public Financial Management (PFM) Manual; (iii) design training materials for the roll out of the Manual; (iv) draft an implementation plan for the County PFM Strengthening Programme, incorporating recruitment of staff, and training and capacity-building activities; (v) review the financial management sections of the Local Government Act for consistency with the Transitional Constitution of the Republic of South Sudan, and the principles of financial management as set out in the draft Public Financial Management and Accountability Bill. Dege Consult in collaboration with Kebu Consultants for MoFEP and the CBTF South Sudan. The development of the Local Government PFM Manual was an eligibility criterion for programme support and further development of a joint donor programme for local government.

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November 2011 – February 2012	Rwanda	GIZ and Ministry of Finance and Economy Mr David Lahl, Fiscal Decentralisation expert – email: david.lahl@giz.de	Team Leader/ PFM Expert	Consultancy on the Public Financial Management System for the earmarked transfers (and other financial sources) in the Health sector: The expected outputs of the assignment are: (i) A detailed analysis of the functions in the health sector which the decentralized level has to implement with the earmarked transfers (e.g. in the fields of Community Health Services, Health infrastructure, Financial Accessibility of Health services); (ii) A detailed analysis of the policies, rules, instructions and guidelines developed by MINECOFIN and MoH supporting the implementation of the decentralized functions (e.g. on Fiscal reporting and accountability); (iii) A detailed analysis of the PFM capacities at district level to implement the decentralized functions at the district level.
June – December 2011 (contract extended to end May 2012)	Finland, Kenya, Namibia, South Africa, Swaziland and Tanzania	Ministry of Foreign Affairs, Finland Dr. Aira Päivöke, Director - email: aira.paivoke@formin.fi	Team Leader Evaluation Expert/ Support to Local Governance	Finnish Support to Local Governance: North South Local Government Cooperation Programme managed by the Association of Finnish Local Regional Authorities (AFLRA) from 2000-2011 (2013) is the one of the two specific focus areas of the current evaluation. The other section of this evaluation is an assessment of 10 major programmes in which the Finnish Ministry of Foreign Affairs support local governance in Kenya, Namibia, South Africa and Tanzania and will serve as the context for the AFLRA's programme implemented in the same countries. The scope of the evaluation is planned in such a way that it will facilitate the Ministry's positioning in defining the importance of the development of the local governance, local democracy and service providers at the local level, as well as in the development of local economic development. The evaluation will study a selection of thematic or sector programmes, part of which are focused on the issue of local governance and part of which are other programmes which require local government involvement and capacity or are implemented at the local municipality levels.
November 2010 – February 2011	Rwanda	GTZ/MINALOC David Lahl, Fiscal Decentralisation and Governance Adviser GTZ, Rwanda david.lahl@gtz.de	Team Leader Public Sector Expert	Formulation the 3rd phase of the Decentralisation Implementation Plan (DIP): (i) The revised roles and responsibilities devolved to various levels of administration and the new functions of local organs within the LG structures; (ii) putting strong emphasis on the Local Economic Development within the mandate of LGs; (iii) Harmonizing sectoral interventions and align them with the LG plans and local budgets; (iv) LG capacity building (the CB Strategy under preparation), which underlines the need for coordinated and harmonised interventions; (v) The Fiscal Decentralisation Policy and Strategy (under revision); (vi) Other on-going efforts and interventions geared towards improving partnerships, citizen participation, accountability and service delivery at local level. MINALOC/GTZ in Rwanda November-December 2010.
September – October 2010	Bangladesh	UNDP/UNCDF Chandi Kadirgamar Evaluation Advisor, UNCDF Chandi.kadirgamar@undp.org	Decentralisation and Local Governance Expert	Mid-Term Evaluation of the Local Governance Support Programme - Learning and Innovation Component (LGSP-LIC) in Bangladesh: (i) to assess the performance of the LGSP-LIC to date against its intended objectives as set out in the Results and Resources Framework and to make recommendations to assist its implementation over the remainder of its term. This includes a brief assessment of any changed circumstances from original assumptions and their associated outcomes; (ii) to assess the performance of the LGSP-LIC against the UNDP Country strategy objectives and also UNCDF's global corporate strategy objectives and draw lessons from the LGSP-LIC to inform UNDP and UNCDF's future strategic debates.
August 2010- February 2012	Global / Field visits to Benin, Rwanda and South Africa	EC EuropeAid/ Particip, Germany Particip: christopher.veit@particip.de  EC AIDCO: Paola.GESSI@ec.europa.eu	Decentralisation and Local Governance Expert	Senior Decentralisation Expert for the Global Evaluation of Decentralisation and Local Governance for EU: The purpose of the evaluation is to gain key relevant lessons and to provide recommendations to help for opportune and timely support to decentralisation processes; it shall cover aid delivery over the period 2000-2009. The activities evaluated are those under the responsibility of Directorates General for External relations, for Development and the EuropeAid Co-operation office. The evaluation shall assess to what extent the Commission assistance has been relevant, coherent, effective, efficient and sustainable in providing the expected impacts in the support of Decentralisation processes along with the EC added value. It should also assess the coherence with the relevant EC policies and the partner Governments' priorities and activities. Particip Germany Framework Contract for EuropeAid January 2010

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August – September 2010	Tanzania	Royal Dutch Embassy, GTZ and PMORALG Hans Raadschilders, Local Governance Adviser, Dutch Embassy Hans.raadschilders@minbuza.nl	Decentralisation and Local Governance Expert	Team Leader Revision of Local Government Development Grant (LGDG) Assessment Manual. The ultimate goal was that the exercise should in future entirely be done by PMO-RALG.
April – June 2010	Benin	Danida and CONAFIL Henrik Westerby, Governance Advisor, Danish Embassy henwes@um.dk	Fiscal Decentralisation Expert	Team Leader Prepare and Conduct Fiscal Decentralisation Workshop: Denmark has supported decentralisation in Benin since the beginning, initially through budgetary support and technical assistance to a limited number of municipalities in the two prefectures in Zou and Collines. Since 2008 the assistance is being reoriented towards national institutions and mechanisms, including the Decentralisation Ministry, FADeC and CONAFIL (the Local Government Finance Commission). The workshop focused on all aspects of decentralisation in terms of: i) concepts and terminology, ii) fiscal decentralisation in its various forms, iii) various aspects of fiscal decentralisation in Anglophone and Francophone countries with focus on various sectors and assignment of functions at LG level.
April – July 2010	Tanzania	DFID and Irish Aid ITAD Johanna Pennarz Johanna.Pennarz@itad.com	PFM, budget support and Decentralisation Specialist	PFM and Decentralisation Expert on the Joint Evaluation of DFID and Irish Aid Country Programmes in Tanzania: The purpose of undertaking the joint evaluation is to (i) Learn the lessons of experience so as to inform new DFID and Irish Aid country strategies; (ii) Provide accountability to all stakeholders, Tanzanian, British and Irish that the DFID and Irish Aid programmes in Tanzania were well conceived and have been effectively and efficiently managed; (iii) Learn lessons that can be applied to future joint donor and country led evaluations. This evaluation will focus on the country strategies, PFM and budget support, programmes and projects financed by DFID and Irish Aid over the period 2004 – 2009. Evaluation including assessment of eligibility criteria for budget support for both DFID and Irish Aid to Tanzania.
January – September 2010	Papua New Guinea, Comoros Islands, Mali, Bolivia, Ukraine, Sierra Leone	UNDP Evaluation Office UNDP Senior Evaluation Expert Urs Nagel	Senior Decentralisation and Local Governance Specialist	Global Evaluation of UNDP 2001-2010 in Decentralisation and Local Governance: Building on the joint UNDP-German evaluation of “The UNDP role in decentralization and local governance (DLG)”, conducted in 2000, the proposed global evaluation of UNDP’s contribution to DLG will review UNDP’s work since 2001 in supporting programme countries in these areas. The purpose of the evaluation is to assess UNDP’s contribution to development results over a fixed period of time. It will provide findings and recommendations that are expected to assist in identifying strategies and operational approaches to further strengthen UNDP’s development effectiveness in the area of DLG. Team member and team Leader for 3 country case studies in Mali, Comoros Islands and Papua New Guinea.
November 2009 – April 2010	Zambia	NORAD and World Bank PFM Specialist NORAD, Oslo Mr Erlend Nordby erlend.nordby@norad.no	Team Leader/ PER Fiscal Decentralisation	Team Leader PER Fiscal Decentralisation – Drawing on relevant international experience, the objective of this consultancy is to provide overall analysis, assessment and recommendations on fiscal decentralization in Zambia, considering the already existing elements found in the decentralisation policy and the draft DIP. The recommendations should as far as possible be operative and adjusted to the local political context and phase that Zambia is in.



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August 2009 – June 2010	Uganda	Danish Embassy and Ministry of Local Government Decentralisation and Governance Adviser, Mr Charles Magala, Danish Embassy chamag@um.dk	Team Leader	Process Consultant for Identification and formulation of Joint DFID/DANIDA Public Governance and Accountability Programme: The objectives of this assignment is to review and conduct an analysis /assessment of the issues and developments in the PSM sector as a whole but with specific reference to the accountability sector, decentralisation reforms and implementation of the LGSIP, and to propose strategic options for consideration to facilitate improved service delivery at local government level and increase impact of Danida/DP support to poverty alleviation. Focus of the analysis is on: (i) new mechanisms under the PSM with more focus on coordination of the overall public-sector reform with implications for decentralisation; (ii) what are the possibilities to work directly through the priority sectors of Water, Health, Education, Roads and Agriculture? And (iii) more support through the PFM framework and ensuring better performance of budgeting systems at local levels. Uganda for Danida, July 2009 – June 2010.
March – May 2009	Uganda	World Bank and Donor Working Group on Decentralisation and Local Governance Mr Martin Onyach-Olaa monyacholaa@worldbank.org	Team Leader/ Development of a Joint Performance Assessment Framework	Support to the Government of Uganda in the evaluation and development of a Joint Performance Assessment Framework (JAF) for Budget Support: Improving the impact of public expenditure and service delivery in Local Governments; (i) To look at the three decentralisation/local government triggers, proposed under the PFM and the way they are perceived at local level; (ii) To discuss with the sector ministries; (iii) To review and assess the current LG expenditure accountability and reporting system to the centre and recommend an appropriate M&E framework which will make it easier for sector ministries (Government) to assess whether actual LG expenditures are consistent with sector objectives and would lead to achievements of sector targets
November – December 2008	Ethiopia	World Bank and Ministry of Urban Development Ato Abuye Aneley, Director General Email: udss@ethionet.et	Deputy Team Leader / Final Evaluation CBDS Project	Deputy Team Leader to undertake a Final Evaluation of the Capacity Building for Decentralized Service Delivery (CBDS) Project: The project seeks to enhance service delivery performance through a coordinated program of: (i) implementing civil service reforms, (ii) restructuring and empowering local governments (in particular urban local governments), and (iii) strengthening of the Ministry of Capacity Building.
June – July 2008 October – November 2008	Mali	Danida Danish Embassy, Ambassador Tine Petersen tinpet@um.dk	Team Member/ Good Governance Programme in Mali	Re-formulation of Good Governance Programme in Mali (2009-2013): the Mission was charged with reformulating Danida's Good Governance Programme comprising 3 components: 1) Support to the National Assembly, 2) Support to the Justice sector, and 3) Support to Civil Society through a common fun mechanism. Mali for Danida October – December 2008. Appraisal of the Good Governance Programme in Mali (2009-2013): Mali, for Danida June – July 2008.
April – June 2008	Nepal	Danida/DP Group on Decentralisation and Local Governance Danish Embassy – First secretary Danida, Mr. Johan Sørensen (johsor@um.dk)	Team Member Local Governance and Community Development Programme	Joint Donor Assessment of Local Governance and Community Development Programme: The “Joint Assessment” reviewed and assessed the proposed “Local Governance and Community Development Programme (LGCDP), presented by Ministry of Local Development, and made recommendations with regard to: (i) Further improvements of the Program Document; (ii) How best the international partners can support the LGCDP through basket funding and sector budget support modalities; (iii) Institutional arrangements for program management. Developed M&E and Capacity Building Grants proposals

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December 2007 - April 2008	Ghana	Danida Danish Embassy Mrs Katrine Paaby Jønsen katjoe@um.dk	Team Leader/ Governance Expert	Formulation Mission for Local Service Delivery and Governance Programme, which focuses on local investment activities in the districts through investment in road and water sectors and training of small-scale contractors, community groups etc. Discretionary funding to local governments for development purposes and assessment of PFM issues at local level. Institutional support to national ministries and agencies.
October - December 2007	Tanzania	World Bank Matt Glasser Senior Urban Management Specialist World Bank, Task Manager	M&E and Planning Expert/ Local Government Support Programme.	Mid-Term Evaluation of Local Government Support Programme (LGSP), which has as objectives (i) to strengthen fiscal decentralization, improve accountability in the use of local government resources, and improve management of the intergovernmental transfer system; and (ii) to increase access to infrastructure and services in unplanned areas of Dar es Salaam and to improve their operations and maintenance. Budget and expenditures linked to the National Strategy for Poverty Reduction and the MTEF.
May - November 2007	Burkina Faso	Danida Danish Embassy Mr Mikael Erb-Jørgensen mikerb@um.dk	Team leader/ Governance and Decentralisation Expert	Formulation of a five-year Good Governance Programme including the Decentralisation Component: The general objective of the Burkinabé government's efforts with respect to local governance, democracy and human rights according to the National Policy for Good Governance is "to implement the principle of responsibility and participation at the base". The support focuses on assessing the public financial management systems at regional and local level and the rural and local development policies of Government as stated in the decentralisation strategy
March - September 2007	Tanzania, Nepal, Benin, Nicaragua	Danida Kurt Hildebrand, KfW Kurt.Hildebrand@kfw.de	Team Member	Detailed country assessments following the Paris Declaration on harmonisation and alignment in the country case studies with focus on decentralisation and local governance and descriptions of best practices, issues and problems. Informal Donor Working Group on Decentralisation and Local Governance under OECD.
February - April 2007	Ethiopia	UNCDF Chandi Kadrigamar Evaluation Officer, chandi.kadrigamar@undp.org	Team Leader/ Decentralisation and LED	Mid-Term Evaluation of Decentralisation Support Programme and local economic development (DSP). Objectives: i) Assist the recipient Government, beneficiaries, UNCDF, UNDP and, as appropriate, the concerned co-financing partners, to improve the efficiency, effectiveness, relevance and impact of the project; which focused on local rural development and capacity building
August - December 2006	Global	EC/Europeaid/KfW/ Danida Dominique Dellicour, HoU, AIDCO/E4 Dominique.DELLICOUR@eu.org	TL/Core Team Member/ Local Governance and Decentralisation Expert	Survey on Local Governance and Decentralisation: Following the Paris Declaration on Donor Harmonisation and Alignment the group of Donors, Danida, GTZ, KfW, BMZ, BTC, DEZA/SDC, DGIS, AFD, EC/EuropeAid etc. Detailed analysis of donor setup within decentralisation and local governance The Evaluation focused on EU support to Local Governance and Decentralisation through all types of aid modalities like Budget Support, Delegated Authority, Programme and Project Support, Basket Funding

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September – October 2006	Turkmenistan	UNDP Turkmenistan	Team Leader/ Local and Rural Development	Assist UNDP Turkmenistan Country Office in formulation of the local governance/local development programme, and preparation of project concept (ideas) papers that outline potential entry points within: (i) Analysis of existing legal and institutional framework governing the system of local governments and functions of central and local government institutions, (ii) to identify areas of opportunity and challenge for the promotion of improved local governance and local public services delivery, (iii) identification of potential partners (within government, civil society, and within the donor community) in this process; (iv) Analysis of current donor initiatives (including the project proposal received from national counterpart) in light of this framework; (v) development of a programmatic framework. For UNDP Turkmenistan September/October 2006.
June/October 2006	East Africa – Tanzania, Uganda and Kenya	JICA Takeshi OIKAWA JICA Governance Adviser Oikawa.Takeshi@jica.go.jp	Decentralisation, Governance Expert	The specific objectives of the study are: (i) Provide a basic comparative analysis of the forms and processes of decentralisation reforms and service delivery in 3 sectors (Agriculture, health Education) in the three East African countries. Budget and sector support to health, education and agriculture as well as in general to decentralisation reforms. Budgeting and expenditures under the MTEF.
May and June 2006	Uganda	Danish Embassy Programme Officer Daniel Iga and First secretary Peter Bøghpeboje@um.dk	Team leader	Assist Ministry of Local Government to finalise a Local Government Sector Investment Plan (LGSIP): The assignment includes: Prepare a Common Result Matrix, i.e. a robust M&E system with strong indicators based on the objectives of the Decentralisation Policy for sector budget support / basket funding
February 2006	Tanzania	Danida for the World Bank/Government of	Team member Decentralisation Expert	A joint Government-Development Partner Team appraised the Government's ASDP document which defines interventions to be supported through a development partner basket fund, the Technical aspects of design: (i) Finalize technical design; Costs and Economic Analysis;
December 2005 – January 2006	Bhutan	UNCDF	Team Leader	Mid-Term Evaluation of Decentralisation Support Programme (DSP). Objectives: i) Assist the recipient Government, beneficiaries, UNCDF, UNDP and, as appropriate, the concerned co-financing partners, to improve the efficiency, effectiveness, relevance and impact of the project; ii) Provide feedback to all parties to improve the policy, planning, project formulation, appraisal and implementation phases; and iii) Ensure accountability for results to the project's financial backers, stakeholders and beneficiaries, Bhutan for UNCDF 2005.
November - December 2005	Zanzibar	Danida Health Sector	Team Leader	Preparing a strategic plan for the College of Health Sciences (CHS), Zanzibar; Budget and sector support to health, education and agriculture as well as in general to decentralisation reforms. VET and labour market strategies.
February 2003- December 2005	Tanzania	Danida	Decentralisation adviser	Decentralisation adviser, President's Office Regional Administration and Local Government (PORALG): (i) Assist PO-RALG in developing, addressing and promoting structural issues (devolution of staff, fiscal decentralisation, legal harmonisation) pertaining to how to work with sectors in the context of LGR; (ii) Assist and advice the outcome manager on "Reform coordination"; (iii) Assist PORALG in identifying and addressing the capacity needs;
January – March 2004	Uganda	Danida	Team Leader/ LG	Team Leader for Review of Support to Rakai District Development Programme (III): Key areas considered were: Linkages to LGDP II; UNCDF/DDP II's revenue enhancement initiatives for LGs
June – December 2003	Tanzania	DGIS, Netherlands	LG Expert	Evaluation of the District Rural Development Programme (DRDP), 1997-2003, quality assurance and overall assessment of M&E, institutional development. Tanzania, Royal Dutch Embassy/DGIS

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January – June 2003	Uganda	DFID	Governance Expert	Review to propose an enabling governance framework for full and effective participation of all stakeholders in environmental and natural resources management for DFID, World Bank etc.
March – April 2003	Tanzania	Danida	Team Leader/Rural Development and LG expert	Appraisal to assess Governments of Tanzania and Denmark initiated Ereto-Ngorongoro Pastoralists Project
August – November 2002	Tanzania	DFID	Team Leader/Rural Development and LG expert	Output to purpose review for the DFID supported Urban Authorities Partnership Programme
May – July 2002	Uganda	Danida	Team leader	Review of Human Rights and democratisation programme for Danida
2000, 2001, 2002 April-May	Nepal	Danida	Governance Expert	Review for Decentralisation Reform, Human rights and Good Governance supported by Danida
January – April 2002	Tanzania	Danida	Team Leader/Rural Development and LG expert	Appraisal of Gender and Poverty Programme for Danida
1995 - 2003	Uganda	Danida	LG Expert	Participated on 8 different assignments for identification, formulation, review, appraisal and evaluations of Danida support to rural development and decentralisation reform over this time period
November 2001 – June 2002	Tanzania	Danida	TA/Governance	Short-term Senior Technical Advisor to the Commission for Human Rights and Good Governance
October – December 2000	Uganda	Danida	Team Leader	Team Leader to prepare a project document for the Uganda Bureau of Statistics
October 1999 – April 2000	Uganda	Danida	Team Leader	Technical assistance to the Uganda Human Rights Commission to prepare a three-year rolling corporate plan
August – October 1999	Kenya	World Bank	Team Leader/Rural Development and LG expert	Evaluation Mission to prepare the Implementation Completion Report for the Kenya Protected Areas and Wildlife Project

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October – December 1998	Egypt	Danida	Team Leader/Rural Development and LG expert	Mission to prepare an Environmental Sector Programme for the Government of Egypt
March – June 1998	Zimbabwe	World Bank	Team Leader/Rural Development and LG expert	Participated as Danida representative in the World Bank mission within the road sector
February 1998	Uganda, Kenya	Danida	Rural Development and LG expert	Preparation of Macro-economic profiles
October 1997 – June 1998	PHARE partner countries	PHARE Programme, EC	Governance expert	Prepared an assessment of proposed pre-investment activities for the Phare Multi-Country Transport Programme (PMCTP)
June – August 1997	Egypt	Danida	PSD Expert	Review Mission to the Small and Micro Industrial Enterprises (SMIE) Development in the Aswan Governorate
January – December 1996	Sri Lanka, Zimbabwe, Uzbekistan, Nepal	UNDP	Rural Development and LG expert	Assessment of UNDP's role at country level carried out by senior consultants from Denmark, India, Sweden and the UK.
January – December 1995	Byelorussia, Ukraine, Venezuela, Burkina Faso	World Bank	Rural Development and LG expert	Evaluation of the Financial Mechanism of the Montreal Protocol for the phase-out of ozone depleting substances
October – December 1994	Nicaragua	Danida	Rural Development and LG expert	Preparation of Road Maintenance Study
October 1993 – May 1994	Nepal, Mozambique, Nicaragua, Uganda	Danida	Rural Development and LG expert	Evaluation and overall compliance assessment of the Framework Agreements between Danida and the 4 largest Danish NGOs in regard of their development assistance programmes/projects

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October 1989 – September 1993	Pakistan	UNDP, Islamabad	Junior Professional Officer (full time)	Responsible for various aspects of UNDP's programme (many multilateral partners such as ITU, IMO, ILO, UNCDF etc) in Pakistan such as: <ul style="list-style-type: none"> <li>- Formulation of proposals,</li> <li>- Completing project documents for government signature</li> <li>- Monitoring and administration of 15-20 projects with there various national and international experts.</li> <li>- Also responsible for financial management and preparation of budgets.</li> <li>- Multilateral Development Assistance, Programme Cycle Management, Monitoring and Evaluation</li> </ul>

#### Other relevant information; (e.g., Publications)

Author and Co-author on following publications and evaluations:

1. **Concept Paper on Decentralisation and Local Governance for SDC**, Switzerland 2007
2. **Comparative studies on experiences from decentralisation in East Africa**, see:
3. Decentralised Service Delivery in East Africa - A Comparative Study of Uganda, Tanzania and Kenya  
<http://www.jica.go.jp/english/publications/reports/study/topical/africa/index.html>  
UGANDA CASE REPORT: <http://www.jica.go.jp/english/publications/reports/study/topical/uganda/>  
KENYA CASE REPORT: <http://www.jica.go.jp/english/publications/reports/study/topical/kenya/>  
SYNTHESIS REPORT: <http://www.jica.go.jp/english/publications/reports/study/topical/synthes>
4. **Evaluation of Finnish Support to Local Governance, Evaluation Report 2012:5**, Ministry of Foreign Affairs Finland
5. **Chapter on PFM in Least Developed Countries in Africa and Asia** – Describe the most common trends and challenges faced by local authorities of Least Developed Countries in reforming public financial management

#### References

<b>Reference no.1</b>	Mr Peter Bøgh Jensen Ministry of Foreign Affairs, Denmark Senior Consultant, Department for Humanitarian Cooperation, Migration and Civil Society Email: <a href="mailto:peboje@um.dk">peboje@um.dk</a>
<b>Reference no.2</b>	Ms Sophie De Coninck Programme Manager (Africa/Global a.i.) Local Climate Adaptive Living Facility (LoCAL) Coordination with the European Union a.i. United Nations Capital Development Fund (UNCDF) Email: <a href="mailto:sophie.de.coninck@uncdf.org">sophie.de.coninck@uncdf.org</a>
<b>Reference no.3</b>	Ms Soudaina Wala Programme Officer - Public Finances European Union Delegation to Pakistan Email: <a href="mailto:soudaina.wala@eeas.europa.eu">soudaina.wala@eeas.europa.eu</a>