

Curriculum Vitae

July, 2022

Name: Jesper Steffensen

Date of Birth: 30-01-1964

Nationality: Danish

Profession: Organisational, Public Finance and Local Government Specialist

Education:

1. Master Degree in Political Science, Aarhus University, 1990.
2. Certified Consultant: Open Consultancy Education, Aarhus Consultants' Development Agency (covering all aspects of consultancy, incl. training, management, organisational development and leadership skills, etc.) (1995-1997).
3. Certified PEFA training program, Oxford

Language skills:

Languages	Speaking	Reading	Writing
Danish	Mother tongue	Mother tongue	Mother tongue
English	Excellent	Excellent	Excellent
French	Fair	Fair	Fair
German	Fair	Fair	Fair

Key Qualifications:

- Local government finance, incl. expenditure and revenue assignments, taxation, revenue sharing, revenue enhancement, grant design, etc.
- Climate change funding modalities and programs
- Central government administration, organisation and finance
- Public financial management (PFM) and PFM/PEFA assessments
- Legal framework and regulations on planning and budgeting and budget- and accounting systems for central and local governments
- Systems of intergovernmental fiscal relations, incl. transfer (grant) systems and performance-based fiscal allocation systems
- Decentralisation of tasks and finance, central-local government relations and division of tasks across levels of government
- Public service management and delivery, social protection and welfare systems
- Fiscal decentralisation indicators and surveys of systems on local government finance and financial management, including bench-marking
- Design of local government/urban development programs
- Review and evaluations of systems, programs and projects and management of larger teams of experts

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Country experiences: Assignments covering 50+ countries

Africa:	Angola, Egypt, Mozambique, Ethiopia, Ghana, Kenya, Malawi, Namibia, Rwanda, Senegal, Sierra Leone, Sudan, South Sudan, Swaziland, Tanzania, Uganda, Zambia and Zimbabwe.
Asia and the Pacific:	Bangladesh, Bhutan, Cambodia, China, East Timor, India, Indonesia, Pakistan, Lao PDR, Mongolia, Myanmar, Nepal, the Philippines, Uzbekistan, Solomon Islands, Tuvalu, Vanuatu and Fiji Islands.
Europe:	Austria, Bulgaria, Denmark, Germany, Spain, Estonia, Hungary, Latvia, Lithuania, Poland, Russia, Ukraine, Macedonia, Kosovo, Serbia, Belarus, Moldova.
Middle East:	Yemen, Palestine
North America:	USA
Caribbean:	Jamaica

Working Experiences/Positions:

2006-2022 (ongoing):	Managing Director and senior consultant in Steffensen Consult ApS
2019-2022	Senior Partner in Dege Consult, member of board of directors and co-owner- (www.dege.dk)
2016-2019:	Managing director Dege Consult and member of board of directors, and co-owner, Denmark, (www.dege.dk)
2009-	Senior Partner in Dege Consult ApS, and member of the board of directors, and co-owner, Denmark (www.dege.dk)
2001-2008:	Senior Partner in Nordic Consulting Group A/S, Denmark (www.ncg.dk) Member of the Board of Directors, NCG, Denmark 2002-2004 Member of the Board of Directors, NCG, Uganda, 2002-2003.
1998-2001:	The National Association of Local Authorities in Denmark (NALAD), International Consultancy Department, Chief International Consultant.
1995-1998:	The National Association of Local Authorities in Denmark (NALAD), International Consultancy Department, Consultant.
1994-1995:	The Danish Ministry of the Interior (responsible Ministry for Local Governments). Head of Section and Economist in the Central Department/Secretariat for Budget/ Finance Act and International Projects. Key responsibilities: Budget preparation, budget control and follow-up, fiscal transfer systems, Monitoring of LG finance, and key performance figures for institutions under the Ministry and international project preparation, management and supervision of government financial management procedures and financial management regulations for central government institutions.

1990-1994: The **Danish Ministry of the Interior**. Head of Section and Economist in the Finance Department. Key responsibilities: Local government finance, especially budgeting and accounting systems and financial regulations, publications on local government finance, intergovernmental fiscal transfer systems and development of systems of local government, including budgetary reforms.

Secretary for the (National) **Local Government Budgeting and Accounting Council** - an inter-ministerial body accounting & audit institutions (1991-1994), setting rules, regulations and standards for all LGs accounting procedures.

Selected International Assignments:

Selected assignments in Africa

Zambia, Senegal, Uganda, Zimbabwe, Ghana and Swaziland (World Bank Assignment)

1998-2000: Long term (12 M/Ms) Project Manager, Team Leader and Key Financial Specialist on a comprehensive World Bank Project: "Fiscal Decentralisation and Sub-National Government Finance in Six African Countries". Main topics: Systems of local government finance, grants and equalisation systems, composition of revenues and expenditures, infrastructure and service provision, institutional and regulatory framework, etc. The project reviewed the experiences in six countries by use of a regional approach and elaborated new indicators on fiscal decentralisation, compared experiences of fiscal decentralisation and elaborated cross-country indicators and sharing of experiences across countries. (Financed by the World Bank, Danida and USAID).

Angola

2006: Consultant on the development of a system for local government public expenditure management framework, incl. planning, budgeting, accounting, procurement and auditing systems and procedures. (Financed by UNDP).

Ethiopia

2008: Consultant/fiscal decentralisation expert on the evaluation of the World Bank supported project: "Capacity Building for Decentralized Service Delivery in Ethiopia". (Financed by the Programme – Government of Ethiopia).

2013: Team leader for the Local Government Revenue Study, including preparatory work and technical assessment for the coming Urban Local Government Support Program, using Performance for Result aid modalities- a team with 12 consultants (financed by the World Bank).

2013-14 Lead fiscal grant expert on the pre-appraisal and appraisal of the Urban Local Government Support Program, covering the entire grant design system for urban local governments in Ethiopia (financed by the World Bank).

2017-18: Lead fiscal grant expert on the design and technical assessment of the Urban Institutional and Infrastructure Development Program, covering support to 118 urban local governments in Ethiopia (financed by the World Bank), including performance-based grants, release procedures and technical assessment of the capacity of urban LGs.

Kenya

2003-04: Team leader on a comparative analysis of the decentralisation experiences in Kenya, Tanzania and Uganda. The purpose of the work was to support and inform the World Bank's strategic approach towards its expanding portfolio in the area of decentralisation. (Financed by the World Bank).

2006: Consultant on the Study: Decentralisation, Service Delivery and Governance – A comparative study on sector service delivery and governance in Kenya, Uganda and Tanzania, covering local government finance and financial management, HR, management and institutional arrangements. (Financed by JICA).

2015: Key design grant specialist and performance-based result allocation on the Kenya Devolution Programme – Program for Results, including design of performance-based grants, elements of PFM, capacity development, manuals and guidelines (financed by the World Bank)

2021: Case study of the KDSP program in Kenya, as part of a global review of the experiences from World Bank support urban LG performance-based grant systems (financed by the World Bank)

Namibia

1996: Delivered courses for local councillors and staff from local authorities on public service delivery and local government finance. (Financed by Danida)

2000: Consultant, speaker and co-organiser of the AFRICITIES 2000 – programming and input for presentations/lectures, and presentation of the six-country study on fiscal decentralisation. (Financed by the World Bank, Danida and USAID).

Uganda

1996: Consultant on a local government reform program in co-operation with the Local Government Management Board (UK). The programme provided assistance to Uganda Association of Local Authorities and to selected municipalities in Uganda. (Financed by the Danish Ministry of Foreign Affairs).

1998-1999: Consultant and trainer for the staff in the Local Government Finance Commission. (Financed by Danida).

1999-2000: Key adviser for the Local Government Finance Commission on a Revenue Sharing Study, Phase I (revenue sharing between central and local governments), September 1999-November 2000. (Financed by Danida).

- 1999-2003: Member of the Technical Advisory Group for the Local Government Finance Commission. (Financed by Danida).
- 2000: Consultant on the review of the Public Sector Financial Management in Uganda – Joint Norwegian, Swedish and Danish initiative. (Financed by Danida).
- 2000-2001: Team member on the Study on “Fiscal Decentralisation – the Way Forward”, - a joint donor- government review of the system of fiscal decentralisation and the possibilities to streamline the fiscal transfer systems, commissioned by the Government of Uganda. The study led to the subsequent Fiscal Decentralisation Strategy (FDS), adopted by GoU in 2002. (Financed by the Joint Donor Sub-Group on Decentralisation in Uganda).
- 2001: Training of staff from the Association of Local Authorities (ULAA) and Kotido District in local government legal framework. (Financed by Danida).
- 2001-2002: Key adviser for the Local Government Finance Commission on the Revenue Sharing Study – revenue sharing between levels of local government (Phase II). (Financed by Danida).
- 2001: Team leader of a review of the links between the World Bank funded Local Government Development Programme and the Donor funded programmes in the field of fiscal decentralisation and the support to the development of the Fiscal Transfer Strategy. (Financed by DFID on behalf of the Donor Sub-Group on Decentralisation in Uganda).
- 2002: Team leader on a Programme Review of the Local Government Development Programme, including the grant system commissioned by GoU and the World Bank. (Financed by the Joint Donor Basked Fund).
- 2002: Team leader on the Design of the Local Government Development Programme, Phase II – a programme in the scope of approx. 160 Million USD, encompassing development and capacity building grants to all local governments in Uganda, funded by a group of development partners and the GoU. The assignment was commissioned by the Ministry of Local Government in Uganda. (Financed by a joint development partner basket fund).
- 2002: Consultant on the development of new budget guidelines for 15 pilot local authorities, based on the new Fiscal Transfer Strategy. The work was commissioned by the Local Government Budget Committee. (Financed by the Joint Donor Support Implementation Basket Fund).
- 2002: Team leader on the preparation of the Draft Programme Implementation Plan (PIP) for the Local Government Development Programme (140 Million USD WB Programme) – a World Bank and joint donor supported programme, commissioned by the Ministry of Local Government. (Financed by the World Bank).
- 2002-2003: Support to the Local Government Finance Commission on the review of the grant allocation formulas and the design principles for the entire

- Intergovernmental fiscal transfer system in Uganda. (Financed by Danida).
- 2003: Consultant on: “The Review of the Financial Management Procedures, Practices and Benchmarking of Performance in Local Governments in Uganda”, commissioned by the Public Expenditure Management Committee (PEMCOM). (Financed by DFID).
- 2003: Consultant on: “The Implementation of the Fiscal Transfer Strategy in Uganda: Reporting and accounting Systems, output performance and commitment control, cash-flow budgeting, etc.”, commissioned by the Local Government Release and Operations Committee. (Financed by a Joint Development Partner Basket Fund).
- 2003-2004: Team leader on a comparative analysis of the decentralisation experiences in Uganda, Tanzania and Kenya. The purpose of this work was to support and inform the World Bank’s strategic approach towards its expanding portfolio in the areas of decentralisation support. (Financed by the World Bank).
- 2004: Team leader for organisation of a study tour for high-level officials from Nepal to Uganda (exchange programme). Subjects: Intergovernmental fiscal relations, local government expenditure and revenue assignments and capacity building. (Financed by Danida and UNCDF).
- 2004: Support to development of training materials on Local Government Finance in Uganda, prepared for the World Bank Institute, the World Bank.
- 2004: Trainer and co-organiser of a workshop on intergovernmental fiscal transfers and capital investments for the Local Government Finance Commission in Uganda and the World Bank Institute, Washington D.C. (contributed to a book, published and financed by the World Bank).
- 2005: Consultant on: “A Review of the Links between General Budget Support and Decentralisation”. The study included review of the impact and links between GBS, the Poverty Action Fund (PAF), the intergovernmental fiscal transfers, the PEAP, PRSC and the local government service provision as part of the overall cross-country review of GBS (1994-2004). (Financed by DFID).
- 2006-2007: Consultant on support to the design of the annual progress review process for the Poverty Eradication Plan (PEAP), M&E, institutional set-up, links to the budget process, PRSC and the sector working groups (SWGs). The client was the Office of the Prime Minister and the work involved capacity building support to the OPM and support to the management of the overall review process. (Financed by Danida).
- 2006: Consultant on support to the Design of the Local Government Sector Investment Plan, Decentralisation Sector Working Group Process, Annual Work-Plan and budget for the “Decentralisation Strategic Framework”, commissioned by the Ministry of Local Government. (Financed by Danida).

- 2006: Consultant on the study: “Decentralisation, Service Delivery and Governance – A Comparative Study on the Sector Delivery and Governance in Kenya, Uganda and Tanzania”, covering fiscal, HR, management and institutional arrangements. (Financed by JICA).
- 2008: Consultant on: “The Inception Review of Danida’s Support to Public Sector Management Reforms in Uganda”, covering the decentralisation issues and coordination. (Financed by Danida).
- 2008: Consultant on: “The Support to Pre-Identification of the Joint Performance Assessment Framework for Joint Budget Support, including the matrix for Public Financial Management and Decentralisation Reform”. (Financed by Irish Aid).
- 2009: Task component leader on: “The Pre-Appraisal and Assessment of Danida’s Support to the Joint Agriculture Support Programme in Uganda” as part of the Joint Development Partner – Government preparation of future support to the Sector. (Financed by Danida).
- 2009: Consultant on: “The Review of Danida’s Support Links to the Joint Support Operations”, covering the Road and Water/Sanitation sectors. (Financed by Danida).
- 2009-2010: Team leader on: “The Review of Danida’s Support to Public Management Reforms in Uganda”, including review of the support to the Office of the Prime Minister, Ministry of Public Service and the Ministry of Local Government. (Financed by Danida).
- 2010: Consultant on: “The Review of the World Bank supported Local Government Management and Service Delivery Programme (LGMSD)”, with focus on public financial management issues. (Financed by the FINMAP).
- 2011: Team leader on: “The Diagnostic Study of the Intergovernmental Fiscal Transfer System in Uganda”, with the main focus on the Urban Authorities and the entire funding system, commissioned by the World bank. (Financed by Danida).
- 2011-2012: Team leader on: “The Review of Previous Manuals and the Design of the Grant Operational Manual and Performance Assessment Manual for Urban Governments in Uganda under the Uganda Support to Infrastructure Programme (USMID)”. (Financed by the World Bank).
- 2012: Team member on the pre-appraisal mission for the investment program for Urban Authorities in Uganda (USMID), including leading roles in the design of the grant system, operational manual, performance-based indicators, and rules and regulations related with the new Program for Results (P4R) lending instrument. (Financed by the World Bank).
- 2013: Team leader for a review of the options for future funding flow and strengthening of the fiduciary safeguards under the future Joint Water Supply, Sanitation and Environment Support Program (JWESSP) in Uganda, including inputs to the Joint Financial Agreement, Program Document and M&E systems and procedures (Financed by Danida).

- 2014: Consultant on the review of conditions for flow of grant in the Danish support to the Joint Water Supply, Sanitation and Environment Support Program, including review of Government-to-Government Agreement (financed by Danida).
- 2015-16: Concept development of the new performance-based grant system in Uganda covering all core sectors and linked with the comprehensive reform of the intergovernmental fiscal transfer system (sub-contracted by ODI)
- 2015-16: Scoping mission and concept note on design of performance-based climate change adaptation grants, under the LoCAL facility (www.local-uncdf-org) (financed by UNCDF).
- 2017: Key design expert and team leader on the technical assessment of the up-scaling of the Urban Support to Municipal Development Program, including capacity assessment of the new Municipal Local Governments, grant design and release procedures.
- 2016-20: Medium term expert on the support to the reform of the entire system of intergovernmental fiscal transfers, especially phase III of the reform concerning performance-based grants, including assessment system, manuals, PFM issues, budget guidelines etc. The support is provided to the Ministry of Finance and Economic Development and Office of the Prime Minister (financed by DFID/ODI). The performance based grants also deals with sector performance in the following sectors: Education, Health and Water.
- 2019 Team leader for design of performance-based climate resilience grant system for local government in Uganda (financed by UNCDF).
- 2021-22: Support to design of the local government performance assessment system, including links with climate based funding (ODI/EU/World Bank).

Malawi

- 2001: Consultant on: "The Country Financial Accountability Assessment (CFAA) in Malawi. Key responsibilities: Review of the Local Government Financial Management and Accountability", commissioned by the Government and the Joint Donor Review, led by the World Bank. (Financed by Danida).

Sudan

- 2005: Team leader on: "The Development of a Tool Kit for the Assessment of Local Government Capacity and Rapid Assessment of the Capacity Needs of Local Governments in Northern Sudan, including Minimum Access Criteria for Grant Access and Performance-Based Grant Allocation". (Financed by the World Bank).
- 2021 Team leader on: Design of a Concept Note for on design on performance-based climate change adaptation grants to States/Localities, under the LoCAL facility (www.local-uncdf-org) (financed by UNCDF).

South Sudan

2014-2015: Team leader for the design of the performance assessment strategy and manual and the audit strategy and audit manual for local governments (contract with the Government of South Sudan, funded by the World Bank).

Tanzania

- 2001: Consultant on the review team on: "The Joint Donor/Government Evaluation of the Local Government Reform Programme". Key responsibilities: Review of the finance and local government financial management issues, including the grant system. (Financed by EU).
- 2002: Consultant on an assignment with the aim to refocus the Dutch District Support Programme (DRDP) in Tanzania. (Financed by the RNE).
- 2003-2004: Team leader on a Comparative Analysis of the Decentralisation Experiences in Tanzania, Kenya and Uganda. The purpose of the work was to support and inform the World Bank's strategic approach towards its expanding portfolio in the areas of decentralisation. (Financed by the World Bank).
- 2003: Capital grant specialist on the design team for the Local Government Support Programme in Tanzania – "Design of a Capital Grant System", commissioned by the World Bank. (Financed by a Joint Donor Basket Fund).
- 2003-2004: Consultant on support to development of the Letter of Sector Policy (Local Government Development Budget) under the Local Government Support Programme. (Financed by the World Bank).
- 2004: Team leader for the organisation and lectures at an International Conference on Decentralisation and Local Government Development in the Southern and Eastern African Countries, Arusha. (Financed by Danida).
- 2004: Member of the Joint Government-Donor Review Team on Local Government Reform Programme in Tanzania, commissioned by the Prime Minister's Office, RALG. (Financed by a Joint Development Partner Basket Fund).
- 2007: Consultant on the assessment team on: "The Midterm Review of the Local Government Support Project (LGRP)". (Financed by the Prime Minister's Office- Regional Administration and Local Government).
- 2011: Consultant (quality assurance expert) on the design team for the World Bank supported programme on Urban Government Finance in Tanzania. (Financed by the World Bank).
- 2012: Input to the design of the Urban Local Government Support Programme, including input to the performance assessment indicators and M&E. (Financed by the World Bank).

- 2012: Team member (grant expert) on the appraisal mission for the coming Urban Local Government Support Programme. (Financed by the World Bank).
- 2015-16: Scoping mission and concept note on design of performance-based climate change adaptation grants, under the LoCAL facility, including review of flow of funds to districts, PFM issues and funding options (www.local-uncdf-org) (financed by UNCDF).
- 2016: Organiser and speaker at the Addis Ababa Agenda on Municipal finance in Dar E.S. – performance-based grants and links with credit-rating.

Ghana

- 1999-2000: Team leader on the “Study on Fiscal Decentralisation and Sub-National Government Finance in Relation to Infrastructure and Service Provision”. (Financed by Danida and the World Bank).
- 2002: Delivered introductory courses for civil servants from Ghana, Ministry of Local Government, on intergovernmental fiscal relations. (Financed by Danida).
- 2006: Team leader on: “The Review of the Funding Flows in the Area of Basic Education”. The work encompassed proposals for a new intergovernmental fiscal transfer system in the Sector. The work was commissioned by Ministry of Education and Sports. (Financed by the World Bank).
- 2006-2007: Consultant on: “The Policy Review of Decentralisation in Ghana – Progress and Challenges”. The review covered policy, legal framework, political and administrative structures, finance, HR and coordination of support. (Financed by Danida).
- 2007: Consultant on: “The Support to Identification of the Future Support to Decentralisation, Review of Various Modalities for Support, and Support to the District Development Facility (DDF), and team member on: “The Midterm Review of the Community Based Rural Development Programme”. (Financed by the World Bank).
- 2008: Consultant on the formulation of the Danida supported Local Government Service Delivery and Governance Programme, including systems of intergovernmental fiscal transfers, and the links to the road and water sectors. (Financed by Danida).
- 2009-2010: Backstopping support/technical advice to KfW on its support to the District Development Fund (DDF). (Financed by KfW).
- 2010: Consultant on the Review of the Overall Decentralisation Reform Process and the support to the District Development Facility. (Financed by Danida).
- 2011: Team leader on: “The Review of the Grant Allocation Formula for the District Development Fund”. The work included design of a new formula, which has been introduced. (Financed by Danida).

- 2011: Team leader on: “The Review of the District Development Facility (DDF)”. The work encompassed review of the grant systems, review of support modalities and the MoU. (Financed by KfW).
- 2012: Team leader on: “Scoping Mission on Climate Change Adaptation Financing in Ghana”. The work encompassed a review of the legislation, institutional framework and funding systems for climate change adaptation at the local government level. (Financed by KfW).
- 2013-14: Lead consultant on the design of the climate change performance-based grants for districts in Ghana (financed by UNCDF).

Sierra Leone

- 2006: Short term technical assistance on support to the Decentralisation Secretariat, including advice on the grant system and performance-based allocations. (Financed by the World Bank).

Rwanda

- 2006: Consultant. Provided input to the monitoring and measurement systems for local governance, including indicators for fiscal decentralisation, experiences from performance-based grant systems, and various models for fiscal decentralisation. (Financed by the Joint African Institute, supported by the World Bank, African Development Bank, Event and others).
- 2007: Team leader on: “The support to Development of an Action Plan on Fiscal Decentralisation and Advisory Support to the Ministry of Finance (MINECOFIN) on Issues on Grants, Allocation Formulas, Budgeting and Accounting, Reporting, Coordination and Accountability”. (Financed by the World Bank).

Zambia

- 1998-2000: Team leader on the “Study on Fiscal Decentralisation and Sub-National Government Finance in Relation to Infrastructure and Service Provision”. (Financed by Danida, the World Bank and USAID).
- 2010: Consultant on: “The Review of the Intergovernmental Fiscal Transfer System”. This was conducted as part of the Public Expenditure Review process. (Financed by Norad).
- 2010: Consultant on the appraisal mission on the Danida supported Water and Sanitation Support Programme. (Financed by Danida).
- 2019: Fiscal Grant Design Expert on the World Bank supported Public Sector Governance for Service Delivery Program, including design of performance-based grants to the town councils, design of grants, flow of funds, allocation formulas etc. (Financed by the World Bank)
- 2020: Consultant on the support to development of the Program Operational Manual for the Public Sector Governance for Service Delivery Program, including grant design and capacity building support (Financed by the World Bank).

2020: Support to organisation and speaker at a national conference on fiscal decentralisation, including paper with recommendations on the future intergovernmental fiscal transfer systems and architecture of the grant system, including allocation formulas (funded by GfA/GIZ).

Zimbabwe

1998-2000: Team leader on the “Study on Fiscal Decentralisation and Sub-National Government Finance in Relation to Infrastructure and Service Provision”. (Financed by Danida, the World Bank and USAID).

2019: Senior Fiscal Decentralisation Specialist on a technical assistance assignment on design of the intergovernmental fiscal transfer system in Zimbabwe including size of funding, criteria for allocation, flow of funds, simulations, M&E system, grant manual and guidelines, etc. (Financed by the World Bank).

Mozambique

2014: Team leader on the design of a local climate change adaptation program under the LoCAL facility, including performance-based intergovernmental fiscal transfers, grant guidelines, Memorandum of Understanding, reporting systems and other guidelines and manuals. (Financed by UNCDF).

2017: Support to up-scaling of the performance-based climate resilience grant system to additional districts in Mozambique, incl. support to up-date and revise all grant guidelines and performance assessment manual (financed by UNCDF).

2018: Team leader for a review of the program document, support to strengthen PFM, budget guidelines, gender and climate change aspects in the LoCAL program, a program with performance based climate resilience grants to districts (financed by UNCDF).

Egypt

2022: Consultant on the design of a sub-national government support program including performance-based funding with features on local climate change adaptation and mitigation (funded by the World Bank).

2022: Team leader on the design of a concept note on performance-based climate resilience grants and technical assistance to the sub-national governments (funded by UNCDF).

Selected Assignments in Asia

Cambodia

2004-2005: Consultant on the design of a Policy, Strategy and Action Plan for Decentralisation and Deconcentration in Cambodia (130 man-days).

The client was the Royal Government of Cambodia. (Financed by UNDP).

China

- 1997: Conducted training course on local government taxation for 50 top-level civil servants in China – tax directors from all the provinces attended. (Financed and organised by OECD).
- 2008: Training/presentation of performance-based grants for the World Bank and top-level officials from the Ministry of Finance, China. (Several sessions, organised by the World Bank).
- 2009: Consultant and team leader for the National Development and Reform Commission (NDRC) on a review of the options for introduction of a performance-based grant system, including review of the capacity of the counties/districts and their public financial management performance, fiscal capacity and sector performance. (Financed by the NDRC).
- 2010-11: Lead international consultant on the support to the National Development and Reform Commission (NDRC) in the design of an M&E system for intergovernmental fiscal transfers. (Financed by NDRC).

Bangladesh

- 2004: Team leader on: “The Development of a Performance-Linked Grant Allocation System for Local Governments under the Local Governance Support Programme”. (Financed by UNDP).
- 2006: Consultant on the appraisal of Danida’s support to the World Bank/UNCDF/UNDP supported Local Government Support Programme, with performance-based block grants, capacity building support and local government institutional framework. (Financed by Danida).
- 2007: Consultant on the: “Review of Ways and Means to Improve the Links between Sector and Decentralisation Support and Design of Performance-Based Grant Allocation Indicators (Minimum Conditions and Performance Measures for Access to Development Grants). The work encompassed a review of the possible gaps in the Public Financial Management Program in the area of fiscal decentralisation. (Financed by Danida).
- 2008: Consultant on the Joint Review of the Local Governance Support Programme – a programme supported by the World Bank, EU, Danida, UNDP, UNCDF and Danida. (Financed by Danida).
- 2010-11: Team leader on the review and design of the support to the new local government support programmes- Union Parishad Governance Program and Upazila Governance Program – including grant design for Union Parishads and Upazilla Parishads, operational manuals and input to the memorandum of understanding between development partners and the Government (90 days of input). (Financed by UNCDF).
- 2013: Lead consultant on the up-date and refinement of the performance measures and minimum access conditions for the performance-based

grant allocations to Union Parishads and Upazila Parishads (financed by UNCDF).

- 2014: Lead consultant on the Mid-Term Review of the Danida supported Human Rights and Good Governance Program III – Bangladesh, including review of support to the Union Parishads Governance Program, the Public Financial Management Program (SPEMP) and NGOs working in the areas of HRGG (financed by Danida)
- 2014: Team leader on the review and analysis of the linkages and synergies between the Danida supported human rights and good governance program and the sector support programs in agriculture, roads and water and sanitation as input to the new country program (finance by Danida)
- 2014: Team leader on the design of results framework, review of conditions for general budget support and risks assessment related with the new Danida country program (2016-2021), (finance by Danida).
- 2014 Midterm Evaluation of the joint EU-Danida- SDC-UN and GoB supported local governance programmes, including of the performance-based grants (financed by UNDP).
- 2022- Study on urban local government resilience and finance, including comparison with Urban LGs in Nepal (financed by Asian Development Bank)

Nepal

- 2000: Training sessions for politicians and top officials from various districts (Financed by Danida).
- 2000: Training of members of the Local Government Finance Commission. (Financed by Danida)
- 2000: Adviser for the Local Government Finance Commission and support to organisation of, and presentations at a large international Fiscal Decentralisation Conference in Nepal (supported by the World Bank, Danida and SDC). Received a Performance Award with the preparatory team from the World Bank for the best-performed project in the Region in Year 2000. (Financed by Danida and the World Bank).
- 2002: Consultant/team leader on the support to the development of the strategy (work-plan) for the Local Bodies' Fiscal Commission, including input to the block grant formulae (intergovernmental fiscal transfer system), coordination of various programmes and support to preparation of financial management studies within the Education Sector Program (BFEP). (Financed by Danida).
- 2003: Consultant on support to the Local Bodies' Fiscal Commission, the Fiscal Task Force, including support to the Sector Devolution focal points and input to the design of Danida's Decentralisation Support Programme, Phase II. (Financed by Danida).

- 2003: Team leader on: “The Support to the Local Bodies Fiscal Commission and the Decentralised Finance Development Programme (DFDP) – including development of a Performance-Based Grant Allocation System and ToR for an Expenditure Assignment Study”. (Financed by UNCDF).
- 2004: Team leader on: “The design of a Performance-Based Grant Allocation System (Minimum Conditions and Performance Measures) for the Decentralized Financing and Development Program, including Design of an Assessment Manual”. (Financed by UNCDF).
- 2004: Team leader on the organisation of a study tour for high-level officials from Nepal to Denmark to review issues like the system of local government, intergovernmental fiscal relations, expenditure and revenue assignments and local government reforms. (Financed by Danida).
- 2006: Team leader on: “The Review of an Expenditure Assignment Study under the Local Bodies Fiscal Commission”. (Financed by UNCDF).
- 2006: Team leader on: “The Design of a New System of Performance-Based Grant Allocations (Intergovernmental Fiscal Transfers Linked against Local Performance) for the Decentralized Financing and Development Programme, and Review of Future Options for the Government Funded Grants to Local Bodies”. (Financed by UNCDF).
- 2007: Team leader on the support to refinement of the assessment tool for performance-based grant allocation, and means to improve coordination of the development partners’ support to decentralisation through basket funding, budget support etc. (Financed by UNCDF).
- 2008: Team leader on: “The Joint Assessment of the Local Governance and Community Development Programme in Nepal” (USD 225 Million Programme). (Financed by Danida).
- 2008: Team leader on the: “Development of Input to a Strategy on Intergovernmental Fiscal Transfers to Local Bodies, including Formula and Support Systems”. (Financed by Danida) and team leader on the: “Support to the Block Grant Guidelines to the District Development Committees. (Financed by UNCDF).
- 2009: Team leader on the: “Review of the Block Grant Strategy and Performance-Based System for Grant Allocation, including Grant Guidelines and Reporting Formats. (Financed by UNCDF).
- 2010: Team leader on the:” Review of the Performance-Based Systems – Assessment Process and Indicators, and input to the Block Grant Guidelines”. (Financed by UNCDF).
- 2019 Key grant design expert on design of performance-based climate resilient grant system for LGs in Nepal (financed by UNCDF).
- 2022- Study on urban local government resilience and finance, including comparison with Urban LGs in Bangladesh (financed by Asian Development Bank).

Bhutan

- 2008: Team leader on the: “ Review and development of a Grant Agreement between the Royal Government of Bhutan and the development partners supporting the Good Governance Programme, including annual block grants to local governments”. (Financed by UNCDF).
- 2009: Consultant on the appraisal of the Danida-supported Sustainable Environmental Support Programme, including support to the Local Governance Support Programme. (Financed by Danida).
- 2010: Consultant on the review of options for local government’s involvement in climate change adaptation activities, including new funding systems for local involvement in climate change measures, - the “scooping mission”. (Financed by UNCDF).
- 2010: Team leader on the: “Review of the Local Governance Support Programme” – a Multi-Donor Support Programme. (Financed by Danida).
- 2011: Team leader on the: ”Design of the Capacity Building Grant Mechanism”. (Financed by UNCDF).
- 2011: Consultant and grant design specialist on the final design and development of performance baselines to be applied for the climate change funding system for Gewogs and Dzongkhags in Bhutan – (several missions on this). The system includes a combination of public financial management and climate change indicators. (Financed by UNCDF).
- 2012: Study of options for introduction of a new system of performance rewards at the local government level in Bhutan, including international experiences from performance-based grant systems and other reward schemes (Financed by UNDP).
- 2013: Team leader of a concept note mission on local governments’ involvement in climate change adaptation work (UNCDF).
- 2013 Consultant on the design mission for the new joint local governance support program (financed by UNCDF).
- 2015: Design of the EU support to the Fiscal Decentralisation, Local Governance and Capacity development support, under the Local Governance and Sustainability Development Programme (EU, subcontracted by IBF).
- 2020: Up-start of analytical work on urban finance, including special focus on capital grant systems and capital investments (funded by the World Bank).

East Timor

- 2003: Consultant on the: “Study on the Most Appropriate Units of Sub-National Governments in East Timor” – the so-called “Options Study”, including

issued on the local government structures, size, functions and finance system. The review also encompassed a review of the system of local government in Indonesia. (Financed by UNDP/Ireland Aid).

- 2006: Consultant on: “The design of a Strategy for Decentralisation and Deconcentration”, including political representation, expenditure and revenue assignments etc. (Financed by UNDP).
- 2009: Consultant and fiscal decentralisation expert on the design of the future system of local government functional assignments and intergovernmental fiscal transfer system, including costing of possible new local government functions. (Financed by UNCDF).
- 2010: Consultant on the review of the local government grant system, public financial management and options for refinement of the system of performance-based grants to districts. (Financed by UNCDF).
- 2012: Review of the system of assessment of districts performance and capacity building system with the aim to introduce new performance-based grants and modalities for capacity building support. (Financed by UNCDF).

Indonesia

- 2003: Consultant on the review of the Indonesian system of local government finance, as part of the Options Study in East Timor (work conducted from East Timor). (Financed by UNDP/Ireland Aid).
- 2007: Quality assurance consultant with backstopping support to a consultancy team on development of a concept and preliminary design of a performance-based grant allocation system in Indonesia. (Financed by AUSAID).
- 2008: Consultant on the design of a local government benchmarking tool, review of international experiences and financial management reviews. (Financed by the Decentralisation Support Facility (DSF) and the World Bank).
- 2017: Support mission to the World Bank on review of all Performance for Result Programs under preparation and review of the government’s system of intergovernmental fiscal transfers with focus on performance-based grants, resulting in a policy paper on the subject (financed by the World Bank).
- 2018: Grant design specialist for the World Bank on the design of a performance-based grant and institutional strengthening program for the village and district level – the Village Act Program support (financed by the World Bank).

India

- 2009: Team leader for a comprehensive review of the Backward Regions Grant Fund – a grant system covering 250 districts. The review covered all aspects of the grant system, including the institutional set-up and capacity buildings support. (Financed by the World Bank).

- 2016: Lead grant design expert on the design of the Institutional Strengthening of the Gram Panchayats Project with development grants and CB support, Phase II, including overall design of the grant system, technical assessments, inputs to disbursement linked indicators, etc. (90 days of work), covering support to 3,342 LGs (funded by the World Bank).
- 2017-18: Consultant on the support to the World Bank to review and provide input to the design of two new programs in urban development, ISCM and AMRUT+, which will be programs with performance-based grant elements and capacity building support. The assignment also included a review of performance-based grants in 4 states, and input to cross-state workshop on local government finance and capacity building.
- 2019: Key grant design expert on support to MoHUA on design of a new urban mission covering result-based funding within the areas of water supply, waste water management, solid waste and urban mobility (funded by the World Bank).
- 2020 Grant design support to development of the program documents for the result-based solid waste management program in the state of Kerala, India, including design of results, fund release conditions, grant design etc. (financed by the World Bank).

The Philippines

- 2005: Team leader on the: “Review of the Intergovernmental Fiscal Transfer System and Options for the Performance-Based Grant Allocation Systems” (several missions). (Financed by the World Bank).
- 2006: Team leader on the: “Review of the Performance-Based Grant Initiatives for Local Governments and Linkages between various M&E systems and Benchmarking Tools”. (Financed by the World Bank).
- 2007-2008: Team leader on the: “Analytical Work and Preliminary Design of a Performance-Based Grant System for Local Government Units”, commissioned by the Department of Finance, the Philippines (80 man-days of work). (Financed by the World Bank).

Mongolia

- 2010-2011: Consultant on the support to design of grants to primary schools in Mongolia, including support to the development of grant guidelines, system for flow of funds, M&E systems, etc. (Financed by ADB).
- 2015: Facilitator, core fiscal decentralisation expert and presenter at a workshop on Local Development Funds (funded by SDC- LOGIN – Asia), July 7-9, 2015.

Lao PDR

- 2011: Team leader on a scoping mission for support to the future District Development Fund (DDF), including outline of the future program, options for the grant system and support options within the area of Social Protection. (Financed by UNCDF).

- 2011: Team leader on the: "Design of the Performance-Based Grant System under the District Development Fund", including the grant design, the size of the funds, the flow of funds, the minimum conditions/access conditions and performance measures for grant allocation. (Financed by UNCDF).
- 2012: Team leader on the development of a Memorandum of Understanding between UNCDF and the Government of Lao PDR, design of a performance assessment manual and up-dated for the financial management regulations. (Financed by UNCDF).
- 2012: Team leader on the mission on finalisation of the design on climate change financing system for districts, including grant operational manual, performance-based grant allocation system, planning manual and overall M&E system. (Financed by UNCDF).
- 2018-19: Quality assurance position on long term consultancy on support to the public administration reform program (GPAR) on issues related with PFM, district finance and intergovernmental fiscal relations (UNDP funded).

Myanmar

- 2012 Review of the existing system of intergovernmental relations, including the grant system, PFM issues and overall structure of sub-national governments, and options for the future design of a support program (Financed by UNCDF).
- 2013 Member of the design team on the introduction of a local development fund for selected townships in Myanmar, including work on performance assessment systems, baseline data, grant features of the new system etc. (Financed by UNCDF).

Pakistan

- 2017 Consultant on the design of the PforR World Bank support program in Punjab, Pakistan, including input to the technical assessment, input to the disbursement linked indicators, performance measures as well as quality assurance on the technical assessment (Financed by the World Bank).
- 2020: Review of Concept Note on performance-based climate resilience grants (organised by UNCDF).
- 2022: Team leader and consultant on a study on urban finance, and future opportunities for design of program support to ULGs in Pakistan, with focus on Punjab Province (funded by the World Bank).

Uzbekistan

- 2022: Main speaker and co-organizer of a conference on performance-based grants from central to sub-national government levels, including support to review of the intergovernmental fiscal transfer system (funded by the World Bank).

Selected Assignments in the Pacific

Solomon Islands

- 2007-08: Team leader on the: “Review, analysis and design of new performance-based development grants to provinces”. The design included criteria for allocation and access conditions, training, operational manuals, etc. The support comprised several missions. (Financed by UNCDF).
- 2009: Team leader on: “Review and up-dating of the Performance Assessment Manual for capital grants to provincial governments in Solomon Islands”. (Financed by UNCDF).
- 2012: Up-date of the Provincial Government Performance Assessment Manual and of the Grant Operational Manual. (Financed by UNCDF)
- 2012-13: Concept note for the new Provincial Governance Support Program (Financed by UNCDF).
- 2013: Review of the options for establishment of a climate change adaptation fund for provincial governments linked with the existing performance-based grant system (the Provincial Government Capacity Development Fund (PCDF), (Financed by UNCDF).
- 2016-17: Team leader on: “Review and up-dating of the Performance Assessment Manual for capital grants to provincial governments in Solomon Islands” and grant simulations. (Financed by Government of Solomon Islands)
- 2020: Lead consultant on the up-date of the PCDF grant guidelines as well as the performance assessment manual (Financed by the Government of Solomon Islands).
- 2020: Consultant on development of concept note for introduction of performance-based climate resilience grants linked with the existing Provincial Government Capacity Development Fund (financed by UNCDF) and on up-date of all manuals related with the fund (Financed by the Government of Solomon Islands).
- 2021 Support to design of new performance-based grants for the Provincial governments, including technical assessments (financed by the World Bank).
- 2021-22 Lead consultant on up-date of the PCDF grant and annual performance assessment manuals for provincial governments (financed by UNCDF)

Tuvalu

- 2015: Design of a new Program on enhancement of local climate change resilience under the Global Local Climate Adaptive Living Program – LoCAL with performance-based climate resilience grants and capacity development support to local governments: Falekaupules/Kaupules (several missions). (Finance by UNCDF).

- 2016: Support to the first baseline and performance assessment of the performance of the Kaupules in Tuvalu, and links with the allocation of development grants (financed by UNCDF).
- 2018: Support to up-scale the performance-based grant system and review experiences of the first piloting of the new grant system combining PFM and climate change adaptation performance of the local governments in the country (financed by UNCDF)
- 2020: Review of opportunities for scaling up of the performance-based climate resilience grants to all Kaupules in the country (financed by UNCDF).
- 2020: Note on options for introduction of performance-based climate resilience grants to strengthen LGs sustainability, funding and resilience systems (financed by UNCDF)
- 2021: Options for introduction of a simplified performance-based grant system for Kaupule finance (financed by UNCDF)
- 2021-22: Up-date of the program design notes and guidelines for the climate change adaptation grant system (LoCAL) including all related manuals and M&E system (financed by UNCDF)

Vanuatu/

2021

Design of concept note on options for introduction of performance-based grants to local government focusing on climate change adaptation (Finance by UNCDF).

Fiji Islands:

2021:

Design of concept note on options for introduction of performance-based grants to local government focusing on climate change adaptation (Finance by UNCDF).

Caribbean

Jamaica:

2021:

Lead consultant on design of concept note for introduction of performance-based climate resilience grants with focus on climate change adaptation and support to the municipal corporations in Jamaica (financed by UNCDF)

2021:

Organisation of workshops and presentations of the new program LoCAL – including performance-based climate resilience grant system (financed by UNCDF)

Selected Assignments in Central and Eastern Europe

Latvia

1992-95:

Key financial specialist in a bilateral Local Government Reform Project. Key areas were: Establishment of a new equalisation grant system, and

- a new budgeting and accounting system for local authorities (several missions). (Financed by the Danish Ministry of the Interior).
- 1995-96: Adviser to the Local Government Reform Department (the Government of Latvia) and adviser to the Minister of Local Government on issues related to the local government territorial reform, administrative, fiscal and institutional issues. The support was rendered under the EU – Project: “Public Administration Reform Programme in Latvia” managed by a Danish – Dutch – Irish consortium. (Financed by EU).
- 1996-97: Project manager/team leader in a bilateral Latvian–Danish Local Government Reform Project. Key areas were: Development of an information system and local government fiscal reforms. (Financed by the Danish Ministry of the Interior).
- 1996-98: Consultant under the Fiscal Decentralisation Initiative (FDI), financed by the World Bank, OECD, Council of Europe and other development partners. Key tasks were: Preparation of conferences, co-ordinator of activities, development of methodology for research, information about programmes etc.
- 1996-98: Project manager/team leader in a bilateral Danish-Latvian Programme: “EU – Integration of the Local Authorities in the Baltic Countries”. The programme included training of consultants of the Union of Local Self-Governments in Latvia. (Financed by the Danish Ministry of Foreign Affairs as part of the FEU Programme).
- 1997: Task component leader on a programme with the aim to improve the institutional and administrative set-up of solid waste management in Latvia (analysis of the Ministry of Environmental Protection and Regional Development in Latvia). (Financed by the Ministry of Environmental Protection).
- 1998-2000: Medium-term adviser for the Ministry of Finance related with the EU-Phare Project: “Public Administration Reform Programme in Latvia”, managed by NALAD. Leading short-term expert on the component: “Local Government Finance”. (Financed by the EU).
- 1999: Key adviser in a bilateral Danish – Latvian Local Government Reform Project. Key areas of work were: Development of information systems for local government and budget cooperation between central and local governments. (Financed by the Danish Ministry of the Interior).
- 1999-2000: Consultant on the project: “Support to the Ministry of Finance in Latvia”. The key components were: Cost calculations of local government tasks, organisational development, local government taxation and budget cooperation between central and local governments. (Financed by the Danish Ministry of Foreign Affairs, FEU Program).
- 1999-2000: Consultant on the: “Fiscal Decentralisation Initiative in Latvia” (FDI). The project dealt with comparison of key figures on local government finance, expenditure and revenue assignments etc, with the aim to compare across the European Countries involved. The programme was organised by OECD, the World Bank and the Council of Europe. (Financed by the Danish Ministry of the Interior).

Lithuania

- 1995-1997: Project manager and team leader in a comprehensive bilateral Local Government Reform Project, covering all aspects of creating a new local government financial system. Key components were: Grants and equalisation systems, budgeting and accounting systems, auditing, local government borrowing and budget procedures. (Financed by the Danish Ministry of the Interior).
- 1996-1997: Consultant in the “Fiscal Decentralisation Initiative” (FDI), financed by the World Bank, OECD, Council of Europe and other sponsors. Key components were: Preparation of conferences, co-ordination of activities, information about support programmes, etc.
- 1996-1998: Project manager/team leader in a bilateral Danish-Lithuanian Cooperation programme: “EU integration of the Local Authorities in the Baltic Countries”. The project encompassed training of consultants in the Association of Local Authorities in Lithuania. (Financed by the Danish Ministry of Foreign Affairs).

Estonia

- 1996: Training courses for accountants and municipal directors from 70 local authorities
- 1996-1998: Project manager/team leader in a bilateral Danish–Estonian Programme: “EU Integration of Local Authorities in the Baltic Countries”. The program encompassed training of consultants in the Association of Estonian Cities. (Financed by the Danish Ministry of Foreign Affairs).
- 1997-1998: Key financial adviser in the EU – Phare Programme: “Public Development Programme ES 9502”. Key components were: Intergovernmental fiscal relations, budget cooperation, systems of grants and equalisation, economic impact assessment of new legislation, etc. (Financed by EU)
- 1999-2000: Project supervisor and key financial adviser in the bilateral Danish – Estonian Programme: “Calculation of costs of new Legislation and Systems of Grants and Equalisation”. (Financed by the Danish Ministry of the Interior).
- 2000-2001: Consultant on the Estonian-Danish Programme on support to development of a new territorial administrative local government reform. (Financed by the Danish Ministry of the Interior).

Hungary

- 1995: Trainer in the Training-of-Trainers Programme on “Local Government Service Delivery” managed by a French-Danish-British Consortium. The training encompassed modes of service delivery, citizens’ charter, service information and minimum standards etc. (Financed by EU Phare).
- 1995-1996: Project manager/team leader of the Danish components of the Programme: “Training Programme for Civil Servants in Preparation for

Hungarian Accession to the European Union”, managed by a French-British-Hungarian-German-Danish-Finish Consortium. (Financed by EU).

Bulgaria

- 1993: Trainer on local government budget and accounting systems for civil servants and politicians from Bulgaria. (Financed by EU – Ouverture Programme).
- 1998: Consultant on the local government finance project in a Danish – Bulgarian co-operation project with the aim to support the development of local government finance. Key components were: Budget cooperation between central and local governments, calculation of costs of new legislation. (Financed by the Danish Ministry of Foreign Affairs, FEU Program).
- 2006: Quality assurance consultancy on the Programme: “Strengthening Municipal Capacity Building on Management of Capital Investment Programmes, including planning and budgeting guidelines, investment manuals and training materials”. (Financed by the Danish Ministry of Foreign Affairs).

Poland

- 1995-1996: Consultant on the EU OMECA Phare Project: “Strategy Development on Decentralisation of Public Administration Structure”. Key components: Local Government territorial and administrative reforms, the overall system of local government including grants. (Financed by the EU).
- 1997: Organiser of seminars for civil servants on EU–matters and relationship between EU, central and local governments. (Financed by EU, OMECA-Phare).

Russia

- 1994-1995: Coordinator of the Danish support from the Ministry of the Interior, the Emergency Agency, to public administration reform projects in Russia. (Financed by the Danish Ministry of Foreign Affairs).
- 1995-1996: Lectures on local government development. Assistance to the Union of the Russian Cities. (Financed by the EU-ECOS Program).
- 1997-1998: Project manager/team leader for the Danish component and consultant in an international consortium for the EU –Tacis Project: “Capacity Building in the Field of Public Administration in the Republic of Karelia”, ES9509. Key task were: Local government finance (grants and equalisation systems, budget systems, etc.), and local government territorial administrative reforms (Financed by the EU).
- 2000-2001: Key adviser to the City of St. Petersburg in the field of local government reforms, including legislation, urban government finance, division of tasks and institutional reforms. (Financed by the Danish Ministry of the Interior).

Serbia

2014 Review and quality assurance of the performance-based grant system, including performance measure and systems of performance assessment, allocation criteria and grant adjustment, going to municipalities in East Serbia (funded by SDC).

Kosovo

2014 Review and quality assurance of the performance-based grant system, including minimum access conditions, performance measures, allocation criteria for grants etc. going to selected local governments in Kosovo (funded by SDC).

2016: Review of the performance-based grant system in Kosovo, including minimum conditions and performance measures and recommendations for future up-scaling (funded by SDC)

Macedonia

2015 Organisation of workshop on intergovernmental fiscal transfers, review of ideas for future performance-based grant allocations, facilitation of workshop in Skopje (Financed by SDC)

Belarus

2014-15: Support to design of new grant equalisation system- international experiences and concept for the future system of intergovernmental fiscal transfers (Financed by EU).

Germany

2011: Organisation of course (and lectures) on exchange on experiences and lessons learned from introduction and functioning of performance-based grant systems for local governments, targeting officials working in KfW of local government reform programs (Financed by KfW).

Spain

2018: Support and input to workshops supported by UNCDF on urban finance, including support to cross-country observatory on local government finance (Financed by UNCDF).

Austria

1996: Lectures (and organiser of courses) on local government finance, intergovernmental transfer systems, including equalisation systems. Training course for civil servants from Central and Eastern Europe. (Financed by OECD).

Ukraine

1997: Lectures on local government finance and public service delivery (financed by OECD).

Poland/Lithuania/Estonia/Russia (common programme for the four countries)

1994-1995: Economic management and control of environmental support projects, financed by the Danish Ministry of the Interior (as head of section in the Danish Ministry, responsible for this).

Selected Assignments in the Middle East

Palestine

2019: Team leader for support to the Ministry of Local Government annual work-plan on support to local government reforms in Palestine, including coordination of support from development partners, review of strategic interventions and cross-sectoral linkages (funded by Danida).

2020-2021: Support to design of the new local government program within two core areas- climate change adaptation funding, and review of intervention options; and input on strategic overall work-planning and framework in the area of LG reform and institutional coordination (funded by Danida).

Yemen

2005: Consultant on a review of the revenue enhancement potential and utilisation of the intergovernmental fiscal transfers from the central to the local authorities in Yemen, including comments on the decentralisation strategy. (Financed by UNDP/UNCDF).

2006: Consultant on a review of the functional assignments of local government and design of ToR for a costing exercise of local government service delivery, and support to the functional assignment exercise in the country. (Financed by UNCDF).

United States of America

2007, 2008, 2009, 2010 and 2011:

Guest professor at **Duke University**, North Carolina, US, on the course: "Fiscal Decentralisation and Public Financial Management" covering intergovernmental fiscal relations, and various financial management issues. The participants are high-ranking civil servants and researchers from various ministries/countries, from Ministries of Finance, Ministries of Local Government, Fiscal Grant Commissions etc. and representatives from development partners.

Other Cross-Country Assignments/Studies

2000-2002: Consultant on the: "**Review of the Lessons Learned in Donor Supported Pro-Poor Decentralisation**", including selection of good practices. The study included a World Wide review with special focus on

Bolivia, Uganda, West Bengal, Karnataka, Philippines and Tanzania.
(Financed by the OECD, DAC Working Party on Aid Evaluation).

- 2004-2006: Member of the consultancy team on the **Joint Evaluation of General Budget Support**, 1994-2004 (with special focus on Burkina Faso, Malawi, Mozambique, Nicaragua, Rwanda, Uganda and Vietnam) in a consortium with Birmingham University (lead). Core tasks: Review of the links between budget support and decentralisation and institutional issues and member of the country team in Uganda. (Financed by DFID).
- 2005: Paper on: “Lessons Learned from Capacity Building and Decentralisation in Selected Countries”. (Financed by the World Bank).
- 2006: Quality assurance and input to the “**Survey on Support to Local Governance and Decentralisation**” – conducted for the Informal Working Group on Local Governance and Decentralisation under DAC. (Financed by Danida).
- 2008-2009: Member of the consultancy review team on the project: “**Sector Budget Support in Practice**” – and conducted the case study of the Local Government Development Project in Uganda as a special kind of Sector Budget Support. The study was organised by the Strategic Partnership with Africa. (Financed by DFID).
- 2010-2011: Development of resource materials for Danida on Decentralisation, including links between decentralisation and sector reforms, local government finance etc. The materials are available on Danida’s home-page.
- 2015: Development and training materials for countries in Asia under the LOGIN network on **fiscal decentralisation** – revenues, grants, intergovernmental relations. Funded by SDC.
- 2010-(ongoing): Core fiscal expert on the climate change adaptation program – Local Climate Adaptive Living Program (LoCAL), coordinated by UNCDF, with the aim to strengthen local resilience and adaptation.
- 2016: Trainer for the UNCDF staff and country offices on Fiscal Decentralisation, Intergovernmental Fiscal Transfers and Performance-Based grants.
- 2018: TL for a 10-country study on local development funds and how pilots have been scaled up over the last decades, including grant systems, performance-based allocations and donor harmonisation (UNCDF):
- 2018: Part of an advisory group on cross-country data on local government finance – Observatory – which is a collaboration between OECD, UCLG and UNCDF with the task of guiding the UNCDF team on intergovernmental fiscal transfer terminology and data.
- 2020: Support to development of a book on local government finance, with special focus on intergovernmental fiscal transfers: (financed by UNCDF), published in 2022 by UNCDF: Local Government Finance is Development Finance”.

- 2020-21: Study of impact of Covid 19 on the fiscal space of sub-national governments (cities and states), including on revenue mobilisation, intergovernmental fiscal transfer, expenditure composition and local economic development (SNGs from 5 countries- Moldova, Mexico, Ghana, Uganda and Bangladesh) (financed by UNCDF).
- 2021-22: Study of the entire urban portfolio in the World Bank on performance-based grants to urban local governments including review of grant system, CB support, institutional arrangements and lessons learned as well as recommendations for future design with case studies from 9 World Bank operations and review of all 18 urban programs with performance grants (financed by the World Bank).

Other experiences

- Secretary for the Local Government Budgeting and Accounting Board in Denmark (1990-1993). The Board is responsible for the design and reform of the system of local government budgeting and accounting legislation and rules (including charts of accounts), and accounting standards for local governments in Denmark;
- Numerous presentations, visits, conferences etc. – conducted several seminars for OECD, the World Bank, EU and bilateral partners
- Participated in the OECD survey on fiscal decentralisation in Europe (development of indicators on fiscal decentralisation and comparison of country experiences);
- Studies in French Language at Studie Skolen in Denmark (1993-1994);
- Conducted a large number of courses in computer software, EU legislation, negotiation techniques, organisation theories, budgeting and accounting at central government level.

Publications (author or co-author on the following publications)

- “The Budgeting and Accounting System for Local Authorities and Counties”, 1990 (the Ministry of the Interior)
- “The Budget”, 1993 (the Ministry of the Interior)
- “Review and Development of a More Effective Local Government Sector” (the Ministry of the Interior)
- “Local Government Key Figures, 1993, 1994 (the Ministry of the Interior)
- “The Finance Act”, 1995 (the Ministry of the Interior)
- “The Finance Act on Supplementary Estimates”, 1994 (the Ministry of the Interior)
- “The Danish Local Government Budgeting and Account System, 1993
- “EU-Phare Public Administration Reform Programme –Latvia: “Future Developments and European Integration”, 1996
- “Local Government Budgets, Riga, 1996 and 1997 (Ministry of Finance in Latvia)
- Zambia: Co-author on: “Fiscal Decentralisation and Local Government Finance in Relation to Infrastructure and Service Provision”, 1999. Financed by Danida and the World Bank
- Swaziland: Co-author on: “Fiscal Decentralisation and Local Government Finance in Relation to Infrastructure and Service Provision”, 1999. Financed by Danida and the World Bank
- Ghana: Co-author on: “Fiscal Decentralisation and Local Government Finance in Relation to Infrastructure and Service Provision”, 1999. Financed by Danida and the World Bank
- Zimbabwe: Co-author on: “Fiscal Decentralisation and Local Government Finance in Relation to Infrastructure and Service Provision”, 1999. Financed by Danida and the World Bank
- Senegal: Co-author on: “Fiscal Decentralisation and Local Government Finance in Relation to Infrastructure and Service Provision”, 1999. Financed by Danida and the World Bank

- Uganda: Co-author on: “Fiscal Decentralisation and Local Government Finance in Relation to Infrastructure and Service Provision”, 1999. Financed by Danida and the World Bank
- Synthesis Report of the 6 Sub-Saharan Country Studies, May 2000, Danida, USAID and the World Bank
- OECD DAC Evaluation Serious: “Lessons Learned on Donor Support to Decentralisation and Local Governance”, DAC Network on Development Evaluation, 2004 (www.oecd.org)
- “A Comparative Analysis of Decentralisation in Kenya, Tanzania and Uganda (3 country studies and a synthesis report, 2004. (The World Bank)
- Concept paper and International Experiences on Performance-Based Grants (UNDP/UNCDF), 2005
- World Bank Review of Selected Experiences from Donor Support to Decentralisation in East Africa, 2005 (the World Bank)
- Chapter in the book: “Local Governance in Developing Countries, Anwar Shah, see pp 93-135 (ed), 2006 (the World Bank)
- Comparative studies on the experiences from decentralisation in East Africa, see Decentralised Service Delivery in East Africa – A comparative study of Uganda, Tanzania and Kenya (JICA) – <http://www.jica.go.jp/english/publications/reports/study/topical/africa/index.html> and www.dege.dk
- “Performance-Based Grant Systems – Concept and International Experience” sole author for UNCDF, October 2010, see www.uncdf.org and then [http://www.uncdf.org/en/practitioners-guides?field_date_value\[value\]&field_all_country_tid=All&field_practice_area_tid=All&page=1](http://www.uncdf.org/en/practitioners-guides?field_date_value[value]&field_all_country_tid=All&field_practice_area_tid=All&page=1)
- Or <https://europa.eu/capacity4dev/public-pub.sector-reform-decentralisation/document/uncdf-2010-performance-based-grant-systems-concept-and-international-experience>
- Danida Source Materials on Decentralisation: <http://www.danidadevforum.um.dk/en/menu/topics/goodgovernance/publicsectormanagement/localservicedeliveryandgovernance/toolsandreferences>
- See www.dege.dk for other publications.
- Chapter in the book:” Local Government finance is Development Finance”, UNCDF 2022, see

Awards

- Core design expert on the World Bank team, which received an award for the design of the Program: Kenya Devolution Support Program, July 2016 (design from March 2015-February 2016).
- Performance Award from the World Bank as part of the team preparing the international fiscal decentralisation conference in Nepal, which kick-started the reform process in the country, as the best implemented project in the Region in Year 2000.
- Award: Performance Award from Uganda Local Governments Association (ULGA), 2014, in recognition of outstanding contribution to Uganda Local Governments Association.
- Award: (as part of the team) from the World Bank for design of the Kenya Devolution Support Program – PfR Program supporting performance-based grants and capacity building of all counties in Kenya (FY16 EFI VPU Awards).

Referee

- Referee on article for the European Journal of Development Research, 2004.

Podcast: <https://capital-locast.captivate.fm/episode/capital-locast-episode-6> This includes an introduction of the speaker.

References/contacts

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