

# CURRICULUM VITAE

- 1. Family name:** Bottern  
**2. First names:** Philip Winchell  
**3. Date of birth:** 1 June 1962  
**4. Nationality:** Danish  
**5. Civil status:** Married, Three children  
**6. Education:**



| Year | Degree(s) or Diploma(s) obtained: | Institution   |
|------|-----------------------------------|---|
| 1990 | M.Sc. Economics,                  | University of Copenhagen,<br>Department of Economics, |
| 1986 | B.Sc. Economics,                  | University of Copenhagen,<br>Department of Economics, |

- 7. Language skills:** Indicate competence on a scale of 1 to 5 (1 basic, 5 excellent)

| Language | Reading         | Speaking | Writing |
|----------|-----------------|----------|---------|
| English  |                 | 5        | 5       |
| Spanish  | 5               | 5        | 4       |
| French   | 4               | 3        | 1       |
| German   | 3               | 3        |         |
| Danish   | Native language |          |         |

- 8. Membership of professional bodies:** Danish Association of Lawyers and Economist  
 DDRN, Danish Development Research Network  
 Danish Evaluation Society  
 Global News (globalnyt.dk)  
 Member of Gladsaxe School Board
- 9. Other skills:** Advanced ICT (Microsoft Office Package, project management tools, virtual communication platforms, social media etc.)
- 10. Present position:** Mng Director and Consultant PWB Consult – Local Governance and Municipal Development
- 11. Years within the firm:** From January 2018

**12. Key qualifications:**

Mr. Bottern is independent international development consultant with his own company ([www.pwbconsult.org](http://www.pwbconsult.org)) since 2018. He is a specialist in local governance, municipal development, intergovernmental finance, institutional development, human rights, evaluation and formulation of development assistance.

From 2013 to September 2017, he was Sr. Urban Development Specialist in the World Bank's Middle East and North Africa Region as; he was an international consultant for 12 years in the Danish Association of Municipalities (KL); and an adviser for the Danish Government stationed in north Nicaragua from 1998 to 2001. He has working proficiency in Danish, English and Spanish and some capacity in French.

He has more than 24 years practical experience in international development from numerous assignments in more than 35 countries worldwide including in FCV (fragility, conflict, violence) context. He has worked for the EU, UNCDF, UNDP, the World Bank, the Danish, Swedish, Norwegian, British and Swiss Governments. and cooperated with several other in joint programme

implementation setups such as KFW, GIZ (Germany), ENABEL (Belgium), and SDC (Swiss Federation).

Furthermore, he has a profound experience from the public sector in Denmark as budgeting specialist in the Association of Danish County Councils (1990-1993); as researcher and policy adviser in the Danish Federation of Early Childhood and Youth Education (1993-1997) and as lecturer at the University of Copenhagen and Copenhagen Business School. He has conducted numerous presentations, seminars and workshops during assignments including online during the COVID-19 pandemic

Key competences:

- Formulation and evaluation of support programmes in the local government sector
- Development and diagnostics of municipal and intergovernmental financing
- Support to institutional development and assessments, and development of capacity development programmes
- Preparation and assessments of participatory and inclusive planning systems for local governance and social accountability
- Incorporation of gender equality, human rights, climate change mitigation and other cross cutting issues in development assistance
- Diagnostic of municipal competences including local democracy, services, infrastructure, and local economic development
- Preparation and implementation of assistance in FCV (fragility, conflict, violence) context
- Facilitation and presentation of complex development issues including methodologies such as intervention logics and ToC
- Ability to work with cultural awareness and respect for other cultures and ideas
- Management of teams with inclusive, participatory approaches, and online team building

### 13. Specific country experiences:

| Country                          | Date from - Date to                                       |
|----------------------------------|---|
| <b>Europe</b>                    |   |
| Albania                          | June - July 2007  |
| Kosovo                           | Dec 2011 - May 2013                                       |
| Latvia                           | Jan - June 2004, Feb 2003                                 |
| Lithuania                        | Jan - June 2004   |
| Romania                          | Jan 2006 to Dec 2007, Oct - Dec 2002                      |
| Russia                           | Sep 2006 - Dec 2008                                       |
| Turkey                           | Feb – Nov 2021, May 2015, April 2009, March 2005          |
| Ukraine                          | Feb 2019 – Nov 2020                                       |
| <b>Asia</b>                      |   |
| Bhutan                           | May – June 2013, Nov 2008 - Dec 2009                      |
| Mongolia                         | Feb - March 2004, March - April 2003                      |
| India                            | June 2003   |
| Nepal                            | March - June 2002   |
| Solomon Islands                  | Nov 2010 - Feb 2011                                       |
| Vietnam                          | Jan - Dec 2004  |
| <b>Africa (Sub-Sahara)</b>       |   |
| Ghana                            | March to June 2006  |
| Kenya                            | Jan to April 2020, March 2004                             |
| Malawi                           | Oct to Nov 2009   |
| Sierra Leone                     | May – June 2011, March - April 2010, Oct 2005 - June 2006 |
| South Africa                     | Jan – March 2009  |
| Tanzania                         | Nov 2010 – Jan 2011                                       |
| Uganda                           | Nov 2021 - May 2022, Nov 2006, Dec 2002 – June 2005       |
| <b>Middle East, North Africa</b> |   |
| Jordan                           | June 2016, Nov 2010, Oct 2007 - June 2008                 |
| Lebanon                          | March 2016  |
| Libya                            | Jan 2014 - Sep 2017                                       |
| Palestine                        | May-June 2021, Feb - June 2019, Dec 2013 - May            |

| <b>Country</b>                   | <b>Date from - Date to</b>                                 |
|----------------------------------|--|
|                                  | 2017, Oct 2010 – Dec 2012                                  |
| Saudi Arabia                     | May 2014 - Jan 2019  |
| Tunisia                          | Nov 2014 - Dec 2015  |
| Yemen                            | Jan – June 2015, April – May 2005                          |
| <u>South and Central America</u> |  |
| Brazil                           | Dec 2019 - Mar 2020  |
| Bolivia                          | Oct - Dec 2002   |
| Guatemala                        | Aug - Sep 2009   |
| Honduras                         | May-June 2011  |
| Nicaragua                        | August 2004 - Sep 2005, April 1998 - April 2001 (resident) |
| Peru                             | June - July 2011   |
| USA                              | Sep 2013 – Sep 2017 (resident)                             |

#### 14. Specific projects and programmes

| Country            | Year              | Description   |
|--------------------|-------------------|---|
| Uganda             | 2021<br>(ongoing) | <b>Team leader. Mid-Term Evaluation of UNCDF's support to the Development Initiative for Northern Uganda (DINU) (Mancala Consultores).</b> The MTE covers an intervention (EUR 25 million) in North Uganda, financed primarily by the EU to support economic development of SMEs, upgrading of 405 km rural roads, local government PFM, revenue enhancement and service delivery.  |
| Turkey and Lebanon | 2021-2022         | <b>Municipal Expert. Evaluation of the Resilience in local governance project 2018-2021 (Tana, Copenhagen).</b> The evaluation covered a project financed by Sida to support Turkish and Lebanese municipalities in hosting Syrian refugees.  |
| Turkey             | 2021              | <b>Decentralisation Expert. Local Administration Reform III (UNDP).</b> The assignment dealt with developing service standard for municipal service delivery within public health and home care service for elderly for Turkish metropolitan municipalities. The standards are developed according to EU standards following human right principles. The consultant prepared two comprehensive assessments of service standards in five EU countries for the two services. Thereafter service standards are developed for Turkish municipalities for piloting in five Turkish municipalities.   |
| Ukraine            | 2019 – 2021       | <b>Team Leader. Danish Inputs to a new phase of U-LEAD I and II (Danish Ministry of Foreign Affairs).</b> The assignment included two main objectives i) a Desk Appraisal of the Ukraine – Local Empowerment, Accountability and Development Programme (U-LEAD II) and ii) the preparation of a Twinning Cooperation between a Danish municipality and municipalities in Ukraine.<br><br>The appraisal of U-LEAD and the preparation of the Twinning Cooperation (TC) were both based on previous missions to U-LEAD and Ukraine in 2019; when the consultant explored opportunities for cooperation between the Danish and the Ukrainian local government systems. After Guldborgsund and nine municipalities in South/West Ukraine were selected the cooperation started in 2021 with virtual meetings due to COVID-19. |
| Palestine          | 2021              | <b>Quality Supervisor. Multiannual Working Programme 2021-2025 for the Association of Palestinian Local Authorities, APLA (ARS Progetti).</b>   |
| Global             | 2020 - 2021       | <b>Team Leader. Independent Evaluation of SECO's Public Financial Management activities (Oxford Policy Management).</b> The evaluation covered 20 systematic desk reviews of projects in eleven countries and two in depth country studies (Peru and Albania) Systematic interviews were carried out with SECO management, project managers, implementing companies and beneficiaries. A specific Peru country report was prepared by Mr. Bottern covering three PFM projects. The sequential phasing of the evaluation ended with a synthesis report with findings on SECO's support to PFM following the six OECD/DAC Criteria.   |
| Global             | 2019 - 2020       | <b>Co-Team Leader. Evaluation of the Danish Strategic Sector Cooperation (Danish Ministry of Foreign Affairs).</b> The SSC is a partnering modality implemented by Danish Government Agencies and their partners in low and middle-income countries. The evaluation covered document reviews of about 40 projects and 4 country visits for in depth studies of 13 projects. In June 2020 the evaluation was completed with a final report with recommendations for the programme's further development.   |

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| Palestine    | 2019        | <b>Team Leader. Mid-term Evaluation and Feasibility Study of the Rural Development Project in the Jordan Valley (NIRAS).</b> The assignment comprised the MTE and the preparation of a new extended phase of a project to strengthen the development of 19 vulnerable communities in area C on the West Bank. The team worked closely with institutions under the Palestinian Authority, AFD, NGOs and international development organisations. The new phase of the programme (budget EUR 10 million) was designed following a human right based approach catering for interventions in some of the most fragile communities under Israeli control in Area C. It included development of inclusive participatory planning systems with participation of women and youth, more pro poor orientated identification of service needs and sub-projects to mitigate climate change. |
| Ukraine      | 2019        | <b>Evaluation Expert. Mid-term Evaluation of the U-LEAD with Europe: Ukraine Local Empowerment, Accountability and Development Programme (ARS Progetti).</b> The team conducted the MTE of the EU led programme to support the regional and local government reform programs in Ukraine (program volume EUR 106 mill). The assignments included visits to three regions and 7 municipalities.   |
| Saudi Arabia | 2018 – 2019 | <b>Urban Development Specialist. Support to the National Transformation Program (World Bank, WB).</b> The team prepared a comprehensive policy paper on how municipalities in Saudi Arabia can enhance their financial sustainability. The proposal is based on assessments from 3 larger and two smaller municipalities; the first complete dataset for municipal revenues 2016-2018; and reviews of previous studies and legislation. The proposal was presented at a stakeholder workshop in Riyadh.   |
| Saudi Arabia | 2017-2018   | <b>Municipal Finance Expert. Assessment of Municipal Revenue Collection in Jeddah Amana (WB).</b> The team assessed the existing revenue collection system in Jeddah municipality and developed a proposal for how more revenues can be collected. The proposal includes better administration, new revenue sources and more public participation in the financing of the municipal services.   |
| Palestine    | 2013-2017   | <b>Team Member. Municipal Development Program 1, 2 and 3 (WB and bilateral development partners).</b> Participation in support missions, development of aid memoires and analytical papers. Conducting evaluation of the programme's first phases as part of the WB's internal evaluation system. Preparation of the third phase including the programme implementation document (PAD), design of the municipal performance assessment system and the overall monitoring system.  |
| Libya        | 2016-2017   | <b>Task Team Leader. Dynamic Damage Needs Assessment (WB).</b> The team designed a study to assess the damages to governance, health, education, energy and water sectors in cooperation with other international development partners. In the lack of a clear Libyan government partner and the escalating conflict, the assessment was not completed.   |
| Palestine    | 2013-2017   | <b>Team Member and acting Task Team Leader. Local Governance and Services Improvement Program (WB and bilateral development partners).</b> Design and preparation of program for improving joint services councils' service delivery. The specialist developed village council eligibility criteria; followed up on disbursement linked indicators (DLIs), funding <b>arrangements</b> and participated in support missions and led dialogue with the Palestinian Authority.  |
| Palestine    | 2016-2017   | <b>Task team leader. Palestine Local Government Sector Reform Support (WB).</b> Management of the overall program with specific responsibility for an assessment of local government cooperation (joint services councils) and an assessment of the Palestinian Authority planning system.  |
| Saudi Arabia | 2013-2017   | <b>Co-task team leader. City Institutional Strengthening Program 1 and 2 (WB).</b> Advise and analysis on urban management, public administrative structures and reforms. Presentation of international experiences and practices. Specific studies on urban governance and municipal development in Al-Madinah and Riyadh. Facilitation of study tour to the US East Coast on Urban Regeneration.  |

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| Libya           | 2013-2017   | <b>Task Team Leader. Public Service Delivery Cluster 1 and 2 (WB).</b> Task Team Leader. Public Service Delivery 1 and 2. Management and facilitation of activities to establish the municipal system in Libya i) a study on the financing of municipalities; ii) a south – south exchange and capacity building program for municipal officials to Tunisia, Turkey and Lebanon and iii) specific support to Tripoli and Benghazi city councils' development of a vision for their development. The programs were conducted with missions to Tripoli in 2014, video/audio conferences and the exchanges in the region (Istanbul, Lebanon and Tunisia). |
| Lebanon         | 2016        | <b>Task Team Leader. South – South Exchange from Libya (WB).</b> The exchange in Beirut and Byblos included government officials from Lebanon and Libya with the purpose to interchange experiences on devolution, public service delivery and public participation. Government officials and experts from Lebanon explained the decentralized system and a visit was carried out to Byblos on municipal and touristic development.  |
| Yemen           | 2015        | <b>Co-task team leader. Local Development and Service Delivery (WB).</b> Preparation (in Cairo) of a program to support local development in Yemen.  |
| Yemen           | 2015        | <b>Team member. Integrated Urban Development (WB),</b> Participation in support missions (in Cairo) and preparation of the project completion report.  |
| Tunisia         | 2014        | <b>Task Team Leader. Sustainable Municipal Solid Waste Management (WB).</b> Management of the last phase of the project including its closure and the WB's internal evaluation of the program's results and performance. This included a mission to Tunisia to meet all stakeholders with inspections of outputs.  |
| Palestine       | 2014-2015   | <b>Task Team Leader. Good Governance for Sustainable Joint Service Provision.</b> Management of a complete assessment of all Joint Services Councils in Palestine, including a full overview and ranking of all JSCs with services provided.   |
| Kenya           | 2014        | <b>Sr. Social Development Specialist. Programmatic Governance. (WB).</b> Supporting the implementation of a consultancy to strengthen councils' and NGOs' capacity for reporting and monitoring with the aim to improve the accountability of the 47 county councils.  |
| Bhutan          | 2013        | <b>Task Leader. Exploratory Study for an Association of Local Governments (Danish Government).</b> Leading a team from the Ministry of Home and Cultural Affairs, the need for a Local Government Association was assessed and a proposal presented to the Ministry and key stakeholders.  |
| Kosovo          | 2011 – 2013 | <b>Task Leader. European Co-operation for Stronger Municipalities (EU-Twinning).</b> Leading of a task team to produce a policy paper on municipal finance including: The municipal grants formulae, property taxation, the functioning of the Grants Committee and how to sustain an enhanced municipal budget process.   |
| Palestine       | 2010 – 2013 | <b>Programme manager and Decentralisation Expert. Technical Assistance to MoLG's Policy and Strategy Unit (Danish Representative Office).</b> The consultant led the formulation and implementation of a programme to support policy development for local government institutions. The program established and provided support to the Policy and Strategy Unit in the Ministry of Local Government. It strengthened policy formulation in the Ministry. One output was a draft policy paper on the functions of municipal councils.  |
| Solomon Islands | 2011 - 2012 | <b>Evaluation Expert. Mid Term Evaluation, Solomon Islands Provincial Governance Strengthening Programme (UNCDF/EU).</b> The development hypothesis and eight overall evaluation questions were presented in kick off workshops in the capital and two provinces. Thereafter the team consulted with all stakeholders during individual, group interviews or focus group sessions. The team presented and discussed all findings in two final learning seminars in the capital.  |

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| Multi     | 2010 – 2012 | <b>Decentralisation and evaluation expert. Evaluation of EU Support to Decentralisation (EU).</b> The consultant participated in a team to evaluate the EU's global support to decentralisation from 2000 to 2009. This included development of the methodology for the evaluation, an extensive desk phase with studies of existing documents and a field phase with specific responsibility for three country studies (Sierra Leone, Peru and Honduras).   |
| Multi     | 2010 - 2011 | <b>Decentralisation and evaluation expert. Special Project Implementation Review (UNCDF).</b> The objective of the SPIRE was to evaluate six UNCDF programmes within local governance, local economic development and micro finance within a single methodology. The consultant was part of the core team for the evaluation and team leader for two country evaluations; Kenema District Economic Recovery Programme in Sierra Leone and Support to the Local Economy in Mwanza, Tanzania.  |
| Bhutan    | 2008 - 2010 | <b>Financial Expert. Formulation of Municipal Finance Policy (DANIDA).</b> The assignment dealt with the development of a Municipal Finance Policy covering all aspects of municipal finance - budgeting, revenues (property taxation, fees and charges), expenditure management, budget execution, accounting and audit. The consultant was assigned to the Ministry of Works and Human Settlement and the MFP was approved by the Gross National Happiness Commission and the Cabinet in 2010.   |
| Jordan    | 2008 - 2010 | <b>Decentralisation Adviser. Decentralisation and Women's Participation in Jordan (Danish Ministry of Foreign Affairs).</b> The consultant participated in the following activities: <ul style="list-style-type: none"> <li>• Development of methods for enhancing the public participation in the local authorities' decision making</li> <li>• Design and implementation of a performance assessment system for Jordanian municipalities (2009-2010)</li> <li>• An analysis of the fiscal decentralisation process in Jordan (2008)</li> <li>• Implementation of study tours to Denmark (2008, 2010)</li> <li>• Development of a Jordanian Vision for Decentralisation (2008-2009)</li> </ul>                          |
| Malawi    | 2009        | <b>Decentralisation expert. Public Service Charter Programme</b> (Danish Institute of Human Rights). The assignment consisted in the finalisation of a government programme to reform the delivery of public services by issuing service charters for all public services following a human right approach. The assignment was conducted with the Office of the President and Cabinet.   |
| Guatemala | 2009        | <b>Team Leader. End-of-Phase Evaluation of Support to INE National Statistics Institute, 2006-2009 (Swedish International Development Assistance).</b> The assignment consisted in an evaluation of an institutional cooperation between the National Statistics Institute, Guatemala and Statistics Sweden financed by the governments of Sweden and Norway. The task was carried out by studies of key documents and interviews with project managers, staff and key institutions in Guatemala.  |
| Global    | 2007 – 2009 | <b>Consortium Manager. Sida Framework Contract for Public Administration (Sida).</b> The task consisted in administration of call offs from Sida, preparation and QA of proposals and contract administration of the following projects implemented by the consortium: <ul style="list-style-type: none"> <li>• Development of training modules on gender-based violence (2009-2010).</li> <li>• End of Phase Evaluation of Support to INE, National Statistics Institute, Guatemala 2006-2008 (2009).</li> <li>• 2009: Evaluation of Sida support to Department of Statistics, Lao PR, 1992 – 2009 (2009).</li> <li>• Assessment of the Swedish Development Cooperation with Afghanistan 2006 – 2008 (2008).</li> </ul> |

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| South Africa | 2008 – 2009 | <b>Team Leader. Evaluation of the Swedish support to the South African Revenue Service (Sida).</b> The team evaluated the impact of an institutional cooperation between the South African Revenue Service (SARS) and the Swedish Tax Authorities (STA) from 1998 to 2008. This was done by going through all relevant documents and interviews with managers and experts from STA, Sida, SARS and key institutions in South Africa. All findings are documented in an evaluation report, which is published on <a href="http://www.sida.se/English/About-us/Sidas-Publications/">http://www.sida.se/English/About-us/Sidas-Publications/</a> .   |
| Russia       | 2006-2008   | <b>Financial Expert. Management of Sub National Finance (EU).</b> The consultant worked specifically with improving the inter-budgetary relations between different levels of governments i.e. federal-regional/oblast-district-municipality and enhancing the cooperation between municipalities including formation of inter-municipal companies and associations. As part of this, the consultant led the organisation of 5 study tours to Denmark to study inter-fiscal relations and inter-municipal cooperation models. He also presented EU experiences at seminars.   |
| Albania      | 2007        | <b>Team Leader. In depth review of project to support tax administration in Albania (Sida).</b> The task consisted in a review of a project carried out by the Swedish Tax Agency (STA) from 2004-2007 to support the tax administration in Albania. The team studied key documents and carried out interviews with the Ministry of Finance, the Albanian General Tax Department and Local Tax Offices and the Sida office in Albania and managers and experts from STA in Stockholm.   |
| Romania      | 2005-2007   | <b>Financial Expert and Team Leader. Strengthening Financial Autonomy of Local Authorities (EU-twinning).</b><br>The project was carried out with the Ministry of Interior and Administrative Reform (MIRA) in Bucharest with the purpose to strengthen the fiscal decentralisation process. The consultant's specific tasks included: <ul style="list-style-type: none"> <li>▪ Designing instruments for the local governments' generation of revenues (a catalogue of local revenues),</li> <li>▪ An analysis of the budget and account system with recommendations for its capability to facilitate the fiscal decentralisation process,</li> <li>▪ Support to improve the legal framework's design to sustain the fiscal decentralisation process, and</li> <li>▪ Support to establish the Local Finance Committee including preparation of a resolution for its functioning</li> </ul> All tasks were carried out in close cooperation with working groups with members from MIRA, Ministry of Economy and Public Finance and local governments. |
| Yemen        | 2006 - 2008 | <b>Program Manager. Institutional Partnership LGDK-MOLA, Ministry of Local Administration (Danish Ministry of Foreign Affair).</b> The partnership consisted in a technical assistance to strengthen MOLA.  |
| Uganda       | 2006        | <b>Decentralisation expert. Regional Tier Government System (Danida).</b> An investigation was carried out on the setup of a regional tier government system as included in the Ugandan constitutional amendment from 2005. The consultant guided the Uganda Local Government Association on its position to various models.  |
| Sierra Leone | 2006        | <b>Decentralisation Adviser. Institutional Reform and Capacity Building Project (WB).</b> In close cooperation with the Service Commission and selected local councils, the consultant led a team to assess the Service Commission's guidelines for local councils' human resource management.  |
| Ghana        | 2006        | <b>Financial expert. Harmonising Guidelines for District Development Fund (Danida).</b>   |
| Nicaragua    | 2004 – 2005 | <b>Taxation Expert. Strengthening and Development of Municipalities (BID).</b> The assistance consisted in developing strategies for collection of local taxes and fees in five larger municipalities. In cooperation with municipal staff the consultant benchmarked revenues from taxes and fees and scrutinised laws and the administration of municipal revenues. Several workshops were held to discuss and present all findings with the presence of municipal officials.   |



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| Uganda       | 2002 – 2005   | <b>Decentralisation Adviser. Assistance to ULGA, Uganda Local Government Associations (Danida).</b> During missions, internships and study tours the capacity of ULGA for organisational development, advocacy work and policy preparation was enhanced.   |
| Sierra Leone | 2005          | <b>Financial Expert. Institutional Reform and Capacity Building Project (WB).</b> In close cooperation with the Local Government Finance Committee, the consultant reviewed the implementation of the fiscal decentralisation strategy including the implementation of the formulae for the transfer of sector grants to local councils.   |
| Yemen        | 2005          | <b>Financial Expert. Study of policy options for: The Local Authorities Finances and Financial Management System (Danish MFA).</b> The assignment consisted in a comprehensive analysis of the local authority financial system and a presentation of recommendations for changes and reforms.   |
| Iraq         | 2005          | <b>Coordinator. Study visit from Basra Province (Danish MFA).</b> The assignment consisted in the facilitation and coordination of a study tour to Denmark for a group of newly elected politicians from the Basra Province Council.   |
| Uganda       | 2004          | <b>Decentralisation Expert. Appraisal of EU Support to Decentralisation in Uganda (EUD, Kampala).</b> The task consisted in reformulating a proposal from the EU for support to decentralisation. The final proposal included support to the Ministry of Local Government's inspection function, capacity development of new councillors and strengthening of the equalisation grant.  |
| Kenya        | 2004          | <b>Expert. Exploratory mission to ALGAK – Association of Local Government Authorities of Kenya.</b> The purpose of the mission was to explore possibilities for cooperation between ALGAK and LGDK.  |
| Mongolia     | 2003 and 2004 | <b>Task leader. Establishment and preparation of a Strategic Plan for the Mongolian Association of Urban Centres (WB).</b> Following studies of the legal framework, review of similar associations and consultations with stakeholders and potential members in Mongolia, the consultant facilitated in 2003 the establishment of the MAUC. In 2003 the assignment continued with designing the Association's strategic plan 2005-2008 in close cooperation with the members. |
| Lithuania    | 2004          | <b>Team leader. Local Government Key Figure Database (Danish Ministry of Interior and Health).</b> The project dealt with the building up of a national database containing key statistics about local governments in Lithuania.   |
| Vietnam      | 2004          | <b>Decentralisation and training expert (Danida). Support to NAPA.</b> In cooperation with local experts from the National Academy of Public Administration, the expert supported the development of 4 training courses for public sector staff in Vietnam on: Change management, organisational development, financial management and decentralisation. The assignment included participation in pilot training.  |
| Latvia       | 2004          | <b>Team leader. Developing Internal Audit Training (Danish Ministry of Interior and Health).</b> The objective of the project was to develop a training course for Latvian auditors, carry through a training course for trainers, and supervise the trainers during the first pilot training course.  |
| Lithuania    | 2004          | <b>Team leader. Internal Audit in Municipalities (Danish Ministry of Interior and Health).</b> The team developed a training of trainers' course for Lithuanian auditors and performed the first training in cooperation with the Ministry of Finance's Training Centre in Vilnius.  |
| Uganda       | 2003          | <b>Team member. Development of Allocation Formula for Grants to Local Governments (Local Government Finance Committee).</b> The team developed formulae for sector grants to local governments to improve the effectiveness and adequacy of fiscal transfers to local governments in Uganda.   |
| Uganda       | 2003          | <b>Decentralisation Advisor. Preparation of a series of start-up activities for the Local Government Development Programme II (Danida).</b> The adviser supported the implementation of the National Strategy for LG Capacity Building including strategy, training materials, HRD policies and selection of training providers.   |
| Uganda       | 2003          | <b>Decentralisation Expert. Technical Preparation Mission of the Second Local Government Development Programme (WB, Danida).</b> The mission evaluated all implementation arrangements and the consultant appraised specifically all elements in the programme's component for capacity building.  |

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| Bulgaria  | 2003        | <b>Task Leader. Study Tour in Denmark for Bulgarian Educational Modernisation Project (World Learning).</b> Facilitation and planning of a study tour to introduce a government delegation to the decentralised financial management of the Danish educational sector.  |
| India     | 2003        | <b>Municipal Association Expert. Establishment of an Indian Association of Local Governments (WB).</b> At a stakeholder workshop in New Delhi, the consultant presented recommendations on structure, goals, objectives and activities for associations of local governments in India.  |
| Latvia    | 2003        | <b>Lecturer. Strengthening the Role and Functions of Local Government Executive Directors in Latvia (Danish Ministry of Interior and Health).</b> Training in local government planning to a group of Latvian executive directors.  |
| Bolivia   | 2002        | <b>Team member. Annual sector review of Support to Decentralization and Popular Participation in Bolivia (Danida).</b> The review covered the Danish support to 26 municipalities in the departments of Chuquisaca and Potosi and the Ministry of Municipal Development.  |
| Romania   | 2002 – 2003 | <b>Project Manager. Institutional support to the Association of Rumanian Towns (Danish Government).</b> Management of the twinning arrangement and implementation of activities in local government finance.  |
| Uganda    | 2002        | <b>Decentralisation adviser. Finalisation of programme document for Danida's Support to Local Development and Decentralisation in Uganda 2003-2007 (Danida).</b> The consultant finalised the programme document and assured coherence between the Danish and the WB support.   |
| Nepal     | 2002        | <b>Financial expert. Assistance to design financial arrangements in the Local Governance Strengthening Programme, (DFID).</b> The consultant proposed a system for streamlining partners (DFID, Danida, SNV, UNDP, NORAD, GTZ and CIDA) funding modalities with the government's financial system.  |
| Nepal     | 2002-2003   | <b>Decentralisation Expert. Support to the Association of District Development Committees Nepal (Danida).</b> The support consisted in supporting the preparation of a Position Paper on Sector Devolution including fact finding in Nepal.   |
| Bulgaria  | 2002        | <b>Facilitator and lecturer. Study tour – "Inter-governmental Finance in Denmark" (World Learning).</b> The consultant facilitated a Study Tour for a Bulgarian delegation from ministries, the National Parliament and municipalities on finance mechanism in the local government finance system in Denmark.  |
| Nepal     | 2002        | <b>Decentralisation adviser. Assistance in preparing a multi-donor decentralisation programme "Local Governance Strengthening Programme" (Danida).</b> The assistance consisted in preparing a nationwide multi donor programme with major pillars being capacity building, social mobilisation and national policy development.  |
| Nicaragua | 1998-2001   | <p><b>DANIDA-adviser</b>, senior specialist in municipal finance and financial planning in the programmes: INIFOM-DANIDA and PRODEMU-DANIDA. Overall purpose: Capacity building, strengthening of the local government system, decentralisation and democratisation in 27 municipalities in Nicaragua. Programme volume: 36 million DKK (5 years)</p> <ul style="list-style-type: none"> <li>• Programme management and liaison to ministries, stakeholders and Danida</li> <li>• Municipal planning procedures including medium term financial planning and strategies for building up planning and financial capacities</li> <li>• Improvement of local governments tax collection, accounting and auditing systems</li> <li>• Training of municipal mayors, deputy mayors and staff in municipal laws, management, finance, planning and tax collection</li> <li>• Support to the transmission of 27 local governments after the municipal elections in November 2000</li> <li>• Development of workshops and public campaigns for stimulating public participation in decision-making</li> <li>• Participation in DANIDA missions for better coordination and synergies</li> <li>• Establishment and support to an association of 11 municipalities (AMUNSE)</li> </ul> |

**15. Professional work experience**

| <b>Year</b>     | <b>Organisation</b>   | <b>Position/Job Description</b>   |
|-----------------|---|---|
| 2017 -          | PWB Consult   | Owner and Development Consultant  |
| 2013-2017       | World Bank  | Senior Urban and Social Development Specialist, Global Practice for Social, Urban, Rural and Resilience. Middle East and North Africa Region. |
| 2002-2013       | Local Government Denmark (KL)                                   | Senior Adviser and Consultant in LGDK's International Consultancy Division  |
| 1998-2001       | DANIDA, Danish Government                                       | Adviser, specialist in municipal finance, participatory and financial planning in Nicaragua   |
| 1993-1997, 2001 | BUPL (Danish Federation of Early Childhood and Youth Education) | Finance and Policy Adviser<br>Researcher  |
| 1990-1993       | The Association of Danish County Councils                       | Adviser and specialist in local government finance and procedures for preparation of municipal budgets  |
| 1991            | Copenhagen Business School                                      | Lecturer in micro and macroeconomics  |
| 1986-1989       | University of Copenhagen  | Lecturer in micro and macroeconomics, comparative economics and philosophy of science   |

## 16. Other relevant information (Publications and further training)

### A: Publications (selected):

- Evaluation of SECO's activities on Public Financial Management, SECO 2021 ([www.seco-cooperation.admin.ch/secocoop/en/home/documentation/reports/independent-evaluations.html](http://www.seco-cooperation.admin.ch/secocoop/en/home/documentation/reports/independent-evaluations.html))
- Evaluation of the Danish Strategic Sector Cooperation, DMFA, Oct 2020 ([https://um.dk/en/danida-en/results/eval/eval\\_reports/publicationdisplaypage/?publicationID=CBE77158-1D4D-46E3-A81F-9B918218FAFF](https://um.dk/en/danida-en/results/eval/eval_reports/publicationdisplaypage/?publicationID=CBE77158-1D4D-46E3-A81F-9B918218FAFF))
- Thematic Global Evaluation of the Commission Support to Decentralisation Processes, EU 2012 (see [http://ec.europa.eu/europeaid/how/evaluation/evaluation\\_reports/reports/2012/1300\\_vol1\\_en.pdf](http://ec.europa.eu/europeaid/how/evaluation/evaluation_reports/reports/2012/1300_vol1_en.pdf))
- Mid-Term Review, Provincial Governance Support Programme (Solomon Islands), UNCDF 2012. (see <http://www.uncdf.org/en/Evaluations-and-Assessments>)
- Bhutan, Municipal Finance Policy, GNHC 2010 (see: <http://www.gnhc.gov.bt/wp-content/uploads/2011/05/Municipal-finance-policy.pdf>)
- Final Review: Support to Local Economy Mwanza - SLEM, Tanzania (UNCDF 2011) ([http://www.uncdf.org/english/local\\_development/docs/index.php?search=1&doc\\_type=evaluations&sort=doc\\_type](http://www.uncdf.org/english/local_development/docs/index.php?search=1&doc_type=evaluations&sort=doc_type))
- Mid Term Review: Kenema District Economic Recovery Program, Sierra Leone (UNCDF 2010), ([http://www.uncdf.org/english/local\\_development/docs/index.php?search=1&doc\\_type=evaluations&sort=doc\\_type](http://www.uncdf.org/english/local_development/docs/index.php?search=1&doc_type=evaluations&sort=doc_type))
- The Swedish Support to the South African Revenue Service through an Institutional Cooperation with the Swedish Tax Agency, 1998-2008, 2009 ([www.sida.se/publications](http://www.sida.se/publications))
- Proposal to establish the Mongolian Association of Urban Centers (WB, 2003) ([http://www.forum.mn/pdf/mong\\_ass\\_urban\\_center\\_report.pdf](http://www.forum.mn/pdf/mong_ass_urban_center_report.pdf)).

### B: Further Training:

- Introduction to Spatial Analysis: Basic concepts and application for Urban Activities, WB, June 2017
- SSAFE, (2 days security training program), WB/UNDSS July 2016
- SSAFE and Active Shooter, UNDSS, February 2021 (online update)
- Social, Urban, Rural and Resilience Forum, WB, May 2015 and December 2016.
- Climate Change Screening, WB, October 2016
- Damage Needs Assessment, WB, June 2015
- Fragility, Conflict and Violence Forum, WB, May 2015
- Task Team Leader Accreditation, WB, May 2014
- Operational Core Curriculum (project management), WB, January 2014
- French Training, WB, October 2014 to June 2016
- Trust Fund Management, WB 2013
- Scandinavian Management and Consulting Education, DISPUK (Danish Institute for Supervision, Personnel Development, Teaching and Consultation), 2010 to 2012
- Lean Consultant, KL, 2007
- Structural Reform Consultant, KL, 2005
- Logical Framework Approach, Danida, 1998 (English) and 1999 (Spanish)
- The Personal Resources of the Manager, Kjaer and Kjaerulf, 1997
- Implementing Surveys, Danish Magister Association, 1995
- Project Management, BUPL, 1994