

CURRICULUM VITAE

1. **Surname:** Pyndt
2. **First name:** Holger Erik
3. **Date of birth:** 3 June 1952
4. **Nationality:** Danish
5. **Civil status:** Married

6. **Education:**

	Institution / Degree(s) or Diploma(s)
1981-1984	Copenhagen Business School: MBA (Master of Business Administration)
1971-1981	University of Copenhagen: MA (Russian language, Danish language, Philosophy)
1977-1979	Copenhagen School of Business Management: Russian correspondent (translator)

7. **Language skills:** (Mark 1 to 5 for competence) (1 - excellent; 5 - basic)

Language	Reading	Speaking	Writing
English	1	1	1
Russian	1	1	1
German	1	1	2
Danish	Native language		

8. **Membership of professional bodies:**

- The Society of Teachers

9. **Present position:**

- Director of the International Consultancy Division, Local Government Denmark (LGDK)

10. **Years with firm:**

- 29 years

11. **Key qualifications:**

An extensive knowledge of, and experience gained from, local government development projects in Africa, Asia, Central and Eastern Europe, and Latin America:

- Donor programme formulation and reviews
- Local government reform strategies and their implementation
- Capacity building and institutional strengthening of local governments and Local Government Associations (LGAs)
- Strategies for decentralisation, review of decentralisation processes and international benchmarking of decentralisation
- Key elements of decentralisation strategies, including division of roles and responsibilities, institutional set-ups, supervision and monitoring, and accountability of local governments
- Integration of decentralisation and sector programmes (like basic, primary, secondary education)
- Human resource development, capacity building and training
- Local government territorial reform
- Local government in democratic market societies
- Organisational and management training for civil servants and councillors
- Local government elections
- Co-operation and relations between the state and the local government sector
- Establishment and management of LGAs, enterprises and institutions, and public vs. private provision

A wide experience of project management in cross-cultural environments, in international co-operations and private-public collaboration.

Very broad knowledge of teaching and training from professional life, training seminars abroad and numerous training activities in Denmark for the Local Government Training Centre, and the regional centres attached to it, from Copenhagen University, and from Denmark's International Study Programme

12. Specific thematic experience in non-developed countries

Country	Date	Project/position
Institutional/organisational development		
Serbia	Nov 2011-ongoing	Organisational review of municipal public procurement and design of model set-up. Support to forming an Association of Public Procurement Experts in Serbia
Somalia	Nov 2010-Feb 2011	Review and advise on the future institutional structures of districts and regions in Somaliland, Puntland and mainland Somalia
East Timor	April-May 2009	Expert: Organisational review of the Ministry of State Administration and Territorial Management
Uganda	20 missions over 1998-2008	Support to strengthening of Uganda Local Government Associations (ULGA)
Russian Fed.	June 2005 – May 2007	Team leader: Institution building and partnership programme with the Center for LG Consultancy Services in Moscow
Ghana	September 2005	Expert, Support to the National Association of Local Authorities in Ghana (NALAG)
Romania	June 2002-June 2003	Team leader: Support to institutional strengthening of the Association of Romanian Towns
Uganda	June-Dec 2002	Team leader: Organisational review of the work of the Local Government Finance Commission in Uganda
Africa	Sept. 2001 – March 2002	Expert, Development of a Network for Decentralisation in Africa
Croatia	Feb. 2002 – Jan. 2003 (4 missions)	Team leader: Support to review of the work and institutional strengthening of the Association of Towns and Municipalities in Croatia
Nepal	1998-2002 (6 missions)	Team leader: Support to strengthening of the work and functions of the Association of District Development Committees in Nepal
Bulgaria	May 1998 – April 2000	Team leader, Support to institutional strengthening of the National Association of Municipalities in Bulgaria
Latvia	May 1998 – August 2000 (12 missions)	Team leader: Public administration reform in Latvia

Reviews and assessments		
Uganda	Oct. 2008	Team leader: Review of the Joint Annual Review of Decentralisation in Uganda and development of a M&E system for future JARDs
Uganda	Sept-Dec. 2007	Team leader: Review of the Regional Consultations of the Joint Annual Review of Decentralisation in Uganda
Ghana	August 2005 – March 2006 (4 missions)	Team leader: Development of a Functional and Organisational Assessment Tool for local authorities in Ghana
Africa	March 1998 – Oct. 2000	Quality controller – Review of Fiscal Decentralisation and Infrastructure and Service Provision in six Sub-Sahara countries: Zimbabwe, Uganda, Zambia, Ghana, Senegal, and Swaziland
Uganda	May-June 1997	Expert, Appraisal of a Danish-Uganda programme on Decentralisation in Uganda
Education		
Nepal	Aug-Sept 2002	Expert, Mid-Term Review of Basic and Primary Education Programme in Nepal (multi-donor programme)
Strategy formulation		
Jordan	Feb – Nov 2008	Team leader: Formulation of a Vision for Decentralisation in Jordan
Yemen	Nov 2005 – April 2008	Expert, Support to formulation of a National Strategy for Decentralisation in Yemen
Uganda	2002, 2006	Expert, Formulation of a development strategy for the Uganda Local Government Association (ULGA)
Uganda	2002	Expert, Formulation of a strategy for the Local Government Finance Commission in Uganda
Core decentralisation issues		
Jordan	Dec. 2008 – ongoing	Elaboration of a Local Government Performance Assessment System for municipalities
Ukraine	April 2008 – April 2009 (6 missions)	Expert, Civil service reform and decentralisation in Ukraine
Romania	Feb 2006 – Dec 2007 (8 missions)	Expert, Fiscal decentralisation in Romania
Yemen	September 2004-August 2005	Team leader: Analysis of the local government system in Yemen with recommendations for how best to strengthen the system in future
St. Pburg. RF	March 2000-June 2001	Team leader: Analysis of the local government system in St. Petersburg
Russian Fed.	Nov 1998-Jan 2001 (8 missions)	Expert, Municipal management in the Russian Federation
Poland	Feb-Nov 1997	Expert, Advise to the Polish government on decentralisation issues
Lithuania	May 1997-March 2001	Team leader: Local government reform in Lithuania
Latvia	June 1993-May 1996	Team leader: Public administration reform in Latvia
Latvia	April 1992-May 2000	Team leader: Local government reform in Latvia
Training and capacity building		
Sierra Leone	April 2004- March 2006 (4 missions)	Expert, Support to development of system for local government capacity building in Sierra Leone and a draft LG Performance Assessment System
Vietnam	August 2004 – June 2005	Expert, Development of 15 standard training courses for local and regional staff in Vietnam
Uganda	Nov 2002 – June 2003	Team leader, Design of capacity building activities as start up to the Local Government Development Programme, including drafting a national strategy for local government training and capacity building
Russian Fed.	Sept 2005 – Nov 2006	Team leader: Training of Russian Oblasts
Pskov oblast, RF	Dec 2003 – June 2005	Team leader: Capacity building for local government reform in Pskov Oblast
Latvia	April 2001-May 2002	Expert, Strengthening of the role and functions of the Municipal Directors in Latvia
Karelia, RF	Aug 1997- Oct 1998	Expert, Capacity building in the field of public administration in Karelia
Poland (Buk City)	April 1993 - May 1994	Expert, Strengthening of the capacity of Buk City in administration of technical services and municipal utilities
Poland	May 1989 – December 1990	Team leader, Training of representatives of 40 municipalities in Jelenia Gora woevodship in Denmark
Estonia	Jan 1997 – July 1998 (5 missions)	Expert, Public development in Estonia
Administrative-Territorial reform		
Latvia	May-August 2009	Expert: Support to amalgamation of 17 municipalities into one around

		Daugavpils City
East Timor	June-July 2008	Expert: Formulation of a Law on Territorial Division
Macedonia	May 2002, August 2004 (2 missions)	Expert, Advise on administrative-territorial reform in Macedonia
Estonia	Nov 1998 - March 2001 (6 missions)	Team leader: Support to administrative-territorial reform in Estonia
Latvia	May 1997 – Oct 1998 (6 missions)	Team leader: Support to Administrative-Territorial Reform in Latvia
Formulation and reviews of donor programmes		
Bhutan	June 2010	Quality Controller. Inception Review of the Sustainable Environment Support Programme 2010-2013.
Bhutan	Aug-Sept 2009	Quality Controller. Joint Annual Technical Review of the Local Governance Support Programme 2008-2013.
Belarus	June-July 2009	Team leader: Formulation of a programme on cooperation between Danish and Belarusian municipalities
Bhutan	March-May 2006	Quality Controller, Multi-donor Outcome Evaluation on Support to Decentralisation in Bhutan
Jordan	September 2005	Expert, Formulation of a Danish-Jordan programme on Support to Decentralisation and Women's Participation in Jordan
Yemen	August-Sept 2004	Expert, Formulation of a Danish-Yemen programme on Support to Decentralisation in Yemen
Nepal	Feb-March 2002	Expert, Design of capacity building component of a multi-donor programme Local Governance Strengthening Programme (LGSP)
Tanzania	Jan. 2003 - March 2004	Expert, Development of a Local Government Support Programme for the World Bank (LGSP). This formulation included a rapid review of other donor programmes, first and foremost the multi-donor LGDP programme, but also programmes of SNV and Finnida and development of a draft LG Performance Assessment System
Kosovo	May 2003	Expert, Advise on the future programme of the Council of Europe in Kosovo
Laos	Sept. 2002	Team leader: Review of SNV's activities within decentralisation and design of potential activities within the area
Nepal	Jan 2000 – May 2001 (5 missions)	Team Leader: Joint Government and Donor Review of Decentralisation in Nepal. This review included an assessment of the donor programmes of UNDP, Danida, GTZ, SNV, and SDC as well as of the Government's decentralisation policies
Nepal	Sept-Oct 1997	Expert, Formulation of a Danish-Nepali programme on Decentralisation, Human Rights and Good governance
Elections and political institutions/parties/participation		
Jordan	2007-2009	Review of women's political and administrative participation at local levels – as councillors, as administrators and users of public services
Uganda	Sept-Oct 2006	Review of the political organisation of the Uganda Local Government Association in light of the re-introduction of multiparty system in Uganda
Latvia	1994	Election observer for the Council of Europe for the local government election in Latvia
Namibia	Oct - November 1989	Election observer for the UN for the first national election in Namibia, leader of one election observer team (5 members), participation on counting of votes

13.1 Specific Short-term assignments in Central and Eastern European Countries:

Country	Year	Description
Kosovo	Feb 2011- (ongoing)	Support to Local Government in Kosovo As institutional expert, Mr. Pyndt is assisting in setting up performance assessment systems for local authorities in Kosovo
Serbia	Feb 2011- (ongoing)	Public procurement in Serbia As institutional expert Mr. Pyndt assisted in the establishment of an Association of Public Procurement Experts and advised on the institutional set-up for management of PP in selected Serbian municipalities

Belarus	Sept 2009- June 2010	Programme manager: Start-up of a twinning programme between Danish and Belarusian municipalities The work entailed identification of partners, definition of core areas of cooperation and implementation of study-visits to Denmark and Belarus, and management of a follow-up mission to Belarus with the Danish partners
Belarus	June-July 2009	Programme formulation expert. For the Ministry of Foreign Affairs in Denmark, a programme was formulated on cooperation between Danish and Belarusian municipalities. A two-weeks mission to Belarus included a study of the local government system and interviews and study of potential Belarusian partners in the programme, including consultation with Mogilev and Gomel oblasts
Latvia	May-Sept 2009	Territorial reform expert The work consists in advising Daupavpils Rayon Municipality how best to implement an amalgamation of 17 municipalities into one. The work is being implemented through seminars in Latvia with subsequent advise on processes and procedures as well as implementation of study tour to Denmark to learn from the Danish amalgamation reform finished 1. January 2007
Ukraine	March 2008- May 2009	Decentralisation Expert The work is part of a Danish-Ukrainian project Support to Civil Service Reform and his assignment includes providing advise to the Ministry of Regional Development within the following areas: <ul style="list-style-type: none"> - advise to development of a new Concept for and a Law on Regional Development - advise to development of a Concept for Administrative-Territorial Reform and a Law on Administrative-Territorial Division - adviser to the Concept for Public Administration Reform - implementation of seminars on different decentralisation issues, e.g. territorial reform, decentralisation and ethics - implementation of study tour(s) to Denmark on decentralisation reform
Albania	2007	Quality Controller, In depth review of project to support tax administration in Albania (SIDA) The task consisted in a review of a project carried out by the Swedish Tax Agency from 2004-2007 to support the tax administration in Albania. The assignment was carried out with studies of key documents produced during the course of the project and a mission to Albania, where key actors have been interviewed (in Ministry of Finance, Albanian General Tax Department, Local tax offices, Sida office in Tirana and other donors

Romania	2006-2007	<p>Expert, EU Twinning project on Fiscal Decentralisation in Romania</p> <p>In this project, Mr. Pyndt took part in the following:</p> <ol style="list-style-type: none"> Elaboration of a design for a Help Desk function for decentralisation at central government level Implementation of an organisational analysis of the Central Unit of Public Administration Reform (CUPAR) in the Ministry of the Interior and Administrative Reform. The organisational analysis was carried out by way of desk studies, interviews of core staff, IT based questionnaire analysis, and seminars Development of a tailor-made results based capacity assessment tool to assess administrative capacity in Romania local governments. This tool served the purpose of categorising local governments in accordance with the Romanian decentralisation framework law and determine, a) which local governments are ready for further devolvement of sector competencies, b) which local governments need further capacity development support in order to comply with the decentralisation framework law and c) which capacity development activities should the capacity development support to local governments include Development of a Good Governance self-assessment tool for Romanian Mayors, which will 1) enable them to assess the openness of the local government towards its citizens and 2) initiate capacity development work on transparency and participation in areas where the assessment tools identifies poor performance. The tool includes financial management, strategic planning, service delivery and general council and management work Training in various topics related to capacity assessment and financial management
Russia	2006-2007	<p>Project Manager: Training of Russian Oblasts The work included development and implementation of a 2 weeks intensive study tour programme in Denmark for Vologda and Leningrad Oblasts in March 2006 with a concluding development of Actions Plans for all participants where they defined what they would work with upon return to Russia.</p> <p>This work was continued with a follow-up mission to Vologda Oblast in November 2006 where a seminar was arranged to discuss comparative experiences of LG reform in Russian and Denmark and the implementation of the Action Plans was measured.</p>
Ukraine	2006	<p>Expert, Analytical report of the Local Government System in Ukraine and Formulation of a Danish Programme for support to Public Administration in Ukraine</p> <p>The work consisted in making a 30 pages desk study of the Local Government System in Ukraine with presentation of ideas for a Danish programme on decentralisation in Ukraine. After decentralisation was selected for a programme on PAR, Mr. Pyndt participated in an Identification Mission to Ukraine in May 2006 where a draft programme was formulated</p>
Russia	2005-2007	<p>Project Manager, Institution Building and Partnership Programme. Mr. Pyndt was PM for a cooperation between LGDK and the Congress of Local Authorities in the Russian Federation on development and strengthening of a Local Government Advisory Institution that can support local authorities with advise and consultancy services. Mr. Pyndt provided specific advise on strategic development issues, formulation of consultancy products, and how to work as a LG consultant – and arranged a study tour to Denmark on these topics</p>
Ukraine	2004	<p>Expert, advise on local government reform issues to a national Reform Committee and to the Institute for Political and Legal Reforms</p>

Russia	2003-2005	Project Manager and Local Government Institutional Expert for the project <i>Capacity Building for the Reform of Local Government system in Pskov Oblast</i>. As LG Institutional Expert Mr. Pyndt was responsible for the analysis of LG modalities in Pskov Oblast; deliberation on project strategic and institutional issues; access to European experiences of LG reforms and for the very important coherence between the institutional development issues and the HRD issues. At a concluding conference Mr. Pyndt also provided advise on territorial reform issues. As project Manager Mr. Pyndt had the overall responsibility for the project output. Funding: The Danish Ministry of Foreign Affairs
Macedonia	2002, 2004	Expert , Short-term missions for the Council of Europe to provide advise to the FYROM Government on Administrative-Territorial Reform
Kosovo	2003	Expert , Short-term missions for the Council of Europe to provide advise on formulation of CoE's future support programme to decentralisation in Kosovo
Romania	July 2002 – June 2003	Expert, Assistance to the Association of Romanian Towns (ART) involved capacity building though organisational development and training, local government business development, advocacy vis-à-vis central government and communication with members and stakeholders. Funding: Danish Ministry of Foreign Affairs.
Croatia	2002	Project Manager in a bilateral project designed to support the newly developed National Association of Towns and Municipalities in the Republic of Croatia . The support involved institutional development, provision of services to the members, strategic planning, and training in EU aspects as well as a study tour to Denmark
Latvia	2001-2002	Expert, Strengthening the Role and Functions of LG Executive Directors in Latvia The project goals and activities were: <ul style="list-style-type: none"> - Training of LG Executive Directors in performing their role as managers through training in Latvia and a study tour to Denmark - Jointly draft a Handbook for LG Executive Directors in Latvia - Developing a standard training course for LG Executive Directors - Strengthening the role and functioning of the Association of LG Executive Directors in Latvia
Russia	2000-2001	Project Manager in a bilateral project: Analysis of the local government system in St. Petersburg , incl.: legislation, finance, organisational aspects, interaction between levels of public administration. The project provided in cooperation with Russian experts a thorough analysis of the system of LG finance, Division of tasks between levels, Internal organisation, Inter-municipal cooperation
Russia	1998-2001	Local government expert in Tacis project “Municipal Management in Russia”, (€ 3 mill) including assistance to develop a national Local Government Consulting Centre. Mr. Pyndt was responsible for providing advise on strategic development issues, writing of a Handbook for Local Government Consultants in Russia and training of potential Russian consultants in this, and organisational assistance to two local government training centres in Novgorod and Adageya. Mr. Pyndt also functioned a Deputy Project Manager.
Estonia	1998-2001	Project Manager, Local government territorial reform , including support to pilot investigations, development of a “Standard Amalgamation Agreement” between local governments to be amalgamated, advise on designing the process of amalgamation, development of a Handbook on LG Amalgamations and training of central, regional, and local government staff as well as key decision makers in territorial reform issues.

Bulgaria	1998-2000	Project Manager in a bilateral project: Support to the National Association of Municipalities , incl. organisational support, and elaboration of a Handbook of Local Government Best Practises.
Latvia	1998-2000	Project Manager and Local Government Expert in an EU Phare programme on Public Administration Reform . Specific areas of responsibility for Mr. Pyndt were: <ul style="list-style-type: none"> - Advise of local government administrative-territorial reform - Advise on establishment of new regions in Latvia - Supervision of assistance within local government, comprising territorial reform, local government finance, municipal capacity development, IT development and citizen information - Overall project management
Estonia	1997-1998	Leading expert in Decentralisation issues in Phare project “Public Development in Estonia”, including local government finance issues, central-local relations, and assistance to establish an Advisory Unit at the Local Government Associations.
Latvia	1997-98	Project manager and Adviser to the Latvian Government’s Local Government Territorial Reform Secretariat in a EU Phare project.
Russia	1997	Consultant in a consortium regarding an EU-Tacis project: “Capacity Building in the field of Public Administration of Karelia” (€ 2 mill), specialist functions: Adviser on local government reform strategies, training, pilot projects in municipalities with focus on inter-municipal co-operation, administrative work and organisation. The work in pilot municipalities included analysis of the situation and provision of advise on how to improve things.
Poland	1996	Participant in Local Government International Consortium giving advice to the Polish Government on decentralisation issues .
Several countries	1995-1997	Co-ordinator, expert and trainer for co-operation project with the 3 Local Government Associations in the Baltic Countries (e.g. Association of Estonian Cities)
Lithuania	1995-2001	Project Manager of and expert in bilateral Local Government Reform Project dealing with all fundamental aspects of the creation of new, democratic local government systems, such as: <ul style="list-style-type: none"> - New territorial government legislation - Territorial re-division - Local government financial and budgetary systems, including system of equalisation - Assistance to the Association of Local Authorities in Lithuania (ALAL) - Checking the compliance of Lithuanian local government legislation with the European Charter of Local Self-Government - Drafting statutes for the work of local government councils, the administration and subordinated territorial offices <i>Expert functions:</i> Adviser on territorial re-division, on drafting statutes for LG councils and administration and to ALAL.
Latvia	1994-96	Project Manager (Director of Home Office) of EU-Phare project Public Administration Reform Programme dealing with: <ul style="list-style-type: none"> - Developing a Model Ministry and advising on public administration reform issues at both central and local levels - Developing a Civil Service System and a Civil Service Academy - Supporting training institutions - Supporting the Union of Local Self-Governments - Conducting 21 training-of-trainers courses A Danish-Dutch-Irish consortium carried out the project. In addition to the general management, Mr Pyndt was adviser to the Union of Local Self-Governments and trainer in Political Management

Hungary	1994-1995	Co-ordination of EU Phare Project on Training and Development of the Civil Service carried out by a French-Danish-British Consortium
Bulgaria	1993-1994	Danish technical specialist in a World Bank local government reform project providing advice on civil service organisation and local government reform content and process.
Poland	1993-1994	Technical specialist in a development project in a small municipality , Buk, regarding drinking water, wastewater, gas supply, waste materials, municipal planning and organisation. Assistance was also provided within municipal planning and organisation.
Czech and Slovak Republics	1992-1993	Participant in a steering group for an EU project on the “Strengthening and Development of Local Government” carried out by a Dutch-Danish consortium.
Latvia	1992-2000	Project manager of and expert in a bilateral Local Government Reform Project for the Latvian Government and Parliament. <i>The project dealt with:</i> <ul style="list-style-type: none"> - Territorial re-division and distribution of functions - Regional reform - Drafting of local government legislation - Establishing a new local government financial system - Designing a new local government budget and accounting system - Establishment of a local government training and education system - Drafting election laws to Parliament election and local elections - Assistance to the Union of Local Self-Governments <i>Mr. Pyndt’s specialist functions within the project:</i> <ul style="list-style-type: none"> - Adviser to the pre-minister and local government minister on local government reform - Adviser to the Union of Local Self-Governments - Adviser on general local government reform issues - Adviser on territorial re-division and central-local government relations - Trainer in a number of topics

13.2 Specific Experience from Short-term Assignments in Africa, Asia, the Middle East, and Latin America:

Country	Year	Description
Somalia	Nov 10 – Feb 2011	Review of the institutional and organisational structures at district and regional level. For UNDP Somalia, reviews with recommendations were carried out of districts and regions in Somaliland, Puntland and Mainland Somalia. The review consisted of desk studies, interview with ministries, districts and regions, presentation of finding at seminars and elaboration of analytical studies
Jordan	Oct 2010- (ongoing)	Twinning between Jordanian and Danish municipalities As team leader for this project, the following activities are carried out: 1) Management and implementation of an Inception Phase, 2) Support to the Danish municipalities in the form of training and trouble shooting, 3) Coordination between the municipalities and with the Ministry of Municipal Affairs in Jordan, 4) Financial management of the project, 5) Reporting and quality control

Sierra Leone	May-July 2010	<p>Review of the Comprehensive Local Government Performance Assessment System in Sierra Leone (CLOGPAS). The CLOGPAS was developed in 2006 upon inspiration and inputs from Mr. Pyndt. After two rounds of national assessments in 2006 and 2008, the GoSL decided to implement a review of the system. The review included:</p> <ul style="list-style-type: none"> a) Evaluation of the individual Minimum Conditions and Performance Measures b) Development of Performance Measures with sector areas (Health, Education, Agriculture) and additional LG competences (Gender, LED, the work of Ward Development Committees) c) Integration of different performance systems into one consolidated, national system d) The future institutional home of CLOGPAS <p>The assignment was implemented during two missions with field visits and interviews with key stakeholders.</p>
Jordan	2005-11 (ongoing)	<p>Implementation of a Danish support programme for Decentralisation and Women's Participation (Danish partnership programme).</p> <p>During programme implementation of this Danish twinning project, Mr. Pyndt has functioned as Project Manager and been responsible for the following specific areas:</p> <ul style="list-style-type: none"> a) Analysis of the division of public sector tasks according to the Municipalities Law 1955 (First half of 2007). This was done by reviews in different municipalities b) Formulation of a Vision for Decentralisation in Jordan (in 2008). This was done by study of different policy papers and discussions with key stakeholders in various ministries as well as development partners. The Vision was presented for discussion in June 2008 and has since been used by the Inter-Governmental Committee in formulation of strategies for decentralisation in Jordan c) Development of a Local Government Performance Assessment System for municipalities (with 7 performance areas and 77 specific indicators) (2008-ongoing). This is being done in close cooperation with experts in MoMA and analysis of existing legislation and regulations. The draft system has been piloted in 3 municipalities and discussed at several seminars with municipal representatives and ministries. d) Support to establishment of a Union of Municipalities in Jordan (2009 – ongoing). This work has only recently been started with analysis of developments, interviews with key stakeholders and mayors and seminars e) Strengthening of women's political and administrative participation (2007-2009). This has been done through identification of problems in different types of municipalities, consultation with different fractions in Parliament, presentation of ways to address the situation, close cooperation with JNCW and presentation of Danish and relevant international experiences in the field f) Elaboration of a twinning programme between Danish and Jordanian municipalities (Second half of 2009) This has been done through analytical studies of Danish municipalities and site visits to potential partners in Jordan <p>This work is implemented in cooperation with MoPIC (Min. of Planning and International Cooperation 2005-2008) and MoMA (Min of Municipal Affairs 2009-ongoing))</p>

Bhutan	June 2010	<p>Quality Controller. Inception Review of the Sustainable Environment Support Programme 2010-2013.</p> <p>The programme partly provides sector budget support through the local government support programme, partly supports capacity development within environment, climate change and poverty (ECP) linkages in development planning at central and local level. The inception review consisted of progress reporting, quality check of the work plans, updating of the performance assessment framework for the sector budget support and outlining of a MoU for development partners within ECP.</p> <p>Funded by Danida</p>
Jordan	Sept 2009 – March 2010	<p>Expert: Formulation of a twinning programme between Danish and Jordanian municipalities The work entailed analysis of cooperation areas, identification of partners, implementation of a fact-finding mission to Jordan and liaison with ministries in the two countries</p>
Yemen	2005-11 (ongoing)	<p>Implementation of a Danish support programme for Decentralisation in Yemen</p> <p>During programme implementation of this Danish twinning project, Mr. Pyndt has functioned as Project Manager and been responsible for the following specific areas</p> <ul style="list-style-type: none"> a) Analysis of the Local Government System in Yemen- The analysis in 2005 was based on questionnaire survey in 4 Governorates and 8 municipalities, review of the current legislation and practises, a study of the functions of the Ministry of Local Administration, relations with other ministries. An 80 pages report was produced with 14 key recommendations. The report was translated into Arabic and formed part of the basis for the formulation of a comprehensive local government reform strategy b) Support for formulation of a National Decentralisation Strategy (NDS) - The support to the formulation of the NDS has been implemented since 2007 and entailed review of the previous NDS formulation process, scrutiny of the various formulations, and consultations with the Minister of Local Government, his advisors and other stakeholders c) Support to formulation of a policy paper on the basis of the approved NDS d) Analysis of inconsistencies in the existing administrative-territorial division of Yemen e) Implementation of two high-ranking study tours to Denmark <p>The work is implemented in close cooperation with MOLA (Min of Local Authorities) and UNDP/UNCDF</p>
Bhutan	2009	<p>Quality Controller. Joint Annual Technical Review of the Local Governance Support Programme 2008-2013.</p> <p>The programme review comprised of an assessment of 1) the development of the block grant mechanism and PFM procedures and guidelines, 2) the approach to local government capacity development, 3) the robustness of the M&E system and 4) the programme attention to crosscutting issues. The review provided recommendations on the improvement of the programme implementation within all four focus-areas.</p> <p>Funded by Danida, UNDP and UNCDF</p>
East Timor	2009	<p>Organisational analysis expert For the UNDP, an organisational analysis was implemented in April 2009 of the Ministry of State Administration and Territorial Management. The work consisted in desk studies, interviews with all departments in the ministry, review of the organisational changes in the light of the ongoing decentralisation reform and the recently presented draft Law on Local Government, implementation of brainstorming sessions and small seminars. A report with recommendations was elaborated</p>

Uganda	2008	Team Leader: Review of JARD Regional Consultations The work included participation in two regional consultations, elaboration of a monitoring report, and a report in which the M&E system developed 2007 was reviewed in light of the monitoring results of the Regional Consultations
East Timor	2008	Team Leader: Review of Legislative and Institutional Issues concerning Local Government Reforms (UNCDF) (July 2008) The work included: <ul style="list-style-type: none"> - Drafting a legislative proposal for administrative and territorial division - Review of the current administrative arrangements at sub-national levels and presentation of proposals for a future institutional framework for the proposed new municipalities - Review of the current institutional arrangements of the Ministry of State Administration and Territorial Management and presentation of recommendations in light of the new role of MSATM - Review of and assistance to ministerial technical working groups in finalizing reports on areas that may be decentralized to municipalities in future The work resulted in a draft Law on Administrative-Territorial Division in TL and an analytical report with recommendations.
Uganda	1998-2008 (ongoing)	Support to the Uganda Local Government Associations (ULGA). The support is based upon a Twinning Arrangement between ULGA and LGDK and annually 3-4 missions have taken place and study tours arranged for selected political managers and staff in ULGA. Mr. Pyndt has acted as Project Manager and himself provided advise on institutional/organisational issues, incl. a review of ULGA's political and administrative organisation and management and assistance to development of ULGA's Corporate Plan 2002-2006 and 2007-2010, development of policy papers (eg. within LG Capacity Building), and development of a ULGA Service Product Catalogue support to strengthening the advocacy work of ULGA, establishment of regional branches under ULGA, review of ULGA's role and functioning in a multi-political-party system, capacity assessment of ULGA, and review of the possibilities to establish a consultancy company owned by ULGA. 12 missions have been implemented by Mr. Pyndt under this cooperation
Uganda	2007-2008	Team leader – Development of a M&E System for JARDs (Joint Annual Review of Decentralisation) in Uganda The work included: a) Review of implementation of the Undertakings and Recommendations of JARD 2006; b) Review of the links between the Regional Consultations and JARD; c) Support to implementation of District Consultations as part of JARD 2007; d) Development of a M&E System for future JARDs. The work was implemented in close cooperation with MOLG, ULGA and Development Partners during three missions and resulted in four reports with recommendations. In 2008, a follow-up mission was implemented to measure progress in the JARDC undertakings and recommendations for strengthening this were presented.
Ghana	2005-2006	Team Leader – Support to development of a Functional and Organisational Assessment Tool (FOAT) for local authorities The work consisted in development of an assessment system to measure the performance of LGs, including presentation of international experiences with assessment tools, review of current legislation, development of Minimum Conditions and Performance Measures, presentation of the draft FOAT system to donors and key stakeholders, training of a team to implement pilot testing of the FOAT, and a final review and adaptation of the FOAT based on the findings during pilot testing.

Bhutan	2006	<p>Quality Controller, Multi-donor Outcome Evaluation on Support to Decentralisation in Bhutan</p> <p>The outcome evaluation included consultations with all development partners and stakeholders in order to assess the policy process and outcomes of the decentralisation policy in Bhutan. The contributions of various donors to the decentralisation reform were analyzed and the assignment ended up with a seminar developing recommendations for a decentralisation policy road map for Bhutan as well as recommendations for donor assistance for implementation of this road map</p>
Jordan	2005	<p>Decentralisation expert, Formulation of a programme on Decentralisation and Women's Participation in Jordan. The formulation of the programme was implemented during two missions in June and August 2005 and involved two analytical missions.</p>
Yemen	2004-05	<p>Decentralisation Expert, Participation in a Danida Formulation Mission. The purpose of the mission was to identify areas in need of Danish support within decentralisation in a bilateral programme and formulate this programme. The programme will provide support to strengthening the Ministry of Local Administration and provide support to 4 Districts according to the UNDP model, and in a "bridging project" various research projects should be launched to feed into the decentralisation reform</p>
Ghana	2005	<p>Support to the National Association of Local Authorities in Ghana (NALAG). Mr. Pyndt made a review of NALAG's strategic plan and advised on administrative and management issues, cooperation and liaison with key central government actors</p>
Sierra Leone	2004-2006	<p>Expert in the WB project Institutional Reform and Capacity Building. Mr. Pyndt was responsible for review and advise on Local Government Capacity Building activities, support to the emerging SL Association of Local Authorities, and advise and review of LG personnel practises.</p> <p>Mr. Pyndt also drafted a Local Government Performance Assessment System. The work was implemented in close cooperation with WB experts and experts in the Decentralisation Secretariat</p>
Vietnam	2004-05	<p>Decentralisation Expert, Support to development of 15 training courses of the National Academy of Public Administration (NAPA) concerning training methodologies and subject matter issues. Mr. Pyndt has been particularly involved in designing the content of the courses on:</p> <ul style="list-style-type: none"> - Management of Decentralisation to Provincial Level, - Organisational design and development, HRM&D, - Office Management Skills, - Planning and Implementation Skills in Administration, and - Supervision and Monitoring Skills in Administration. <p>The work entailed supper to Course Development Teams in Denmark and follow-up in Vietnam</p>
Tanzania	2003-04	<p>LG Institutional Task Leader for development of a Local Government Support Programme. As Local Government Institutional Specialist Mr. Pyndt was responsible for development of the Capacity Building component of the programme, categorisation and assessment of LGs, design of the management systems for LGSP in the Prime Minister's office for Regional Administration and Local Governance, and general programme development for this WB funded future programme</p> <p>He was also involved in development of a Local Government Performance Assessment System in Tanzania.</p>

Uganda	Nov 2002- June 2003	Team leader for preparation of a series of start-up activities for the multi-donor funded Local Government Development Programme II. The activities included: Development of a national strategy for LG Capacity Building, establishment of CG management institutions for LG CB, development of a HRD course for LG personnel officers, strategy for establishment of HRD Units in higher level LGs, development of standardised training courses and manuals for 26 course topics, development of a system for pre-qualification of training providers, and tendering for development of training materials
Laos	Sept 2002	Expert, Review of SNV's programmes in Laos and formulation of a new programme on decentralisation
Nepal	February- March 2002	Assistance to design a Capacity Building Component in the multi-donor funded Local Governance Strengthening Programme (LGSP). The work included drafting the component text and institutional set-up arrangements for decentralized delivery of training at district level.
Uganda	June- December 2002	Organisational analysis of the Local Government Finance Commission (LGFC) involving a review of LGFC's political and administrative structure, operational arrangements, performance indicators and a SWOT-analysis with a view to develop a Corporate Strategy and a Communication Strategy. The work resulted in a draft Corporate Strategy, proposal for an Information/Communication Strategy and an analytical capacity assessment report
Nepal	1999 – 2002	Support to development of the Association of District Development Committees in Nepal (ADDCN), covering: <ul style="list-style-type: none"> - Information management in ADDCN to/form member local governments and others (information needs survey, information strategy, internal information flow in ADDCN) - Political and administrative management of ADDCN - Creation of databases and data co-operation between ADDCN and other stakeholders Mr. Pyndt was responsible for the advise on Political and administrative management and carries the overall responsibility for the co-operation
Africa	2001-2002	Support to Establishment of a Network of Decentralisation in Africa The World Bank project consisted in elaboration of different potential models for a network and screening of 50 African institution with a view to develop a shortlist of up to 10 African institutions among which the core institutions of a future network was to be found.
Nepal	2001	Mid-Term Review of Basic and Primary Education Programme (BPEP II) in Nepal. In connection with a mid-term review of the multi-donor basket funded Basic and Primary Education Programme in Nepal 1999-2004 (budget: USD 427 mill) Mr. Pyndt joined a Technical Panel with a view to evaluate the achievements and progress of the programme and give an input to the second part of the programme as well as to a potential programme Phase III. Mr. Pyndt's specific task was to evaluate how to better integrate the BPEP II with the overall Decentralisation Reform Process

Nepal	2000-2001	<p>Joint Donor and Government Review of decentralisation in Nepal. The review included:</p> <ul style="list-style-type: none"> - Design and facilitation of an inclusive review process involving the government institutions, the donors and other key stakeholders in the decentralisation process - Identification of needs in the decentralisation process - Identification of gaps between the decentralisation needs and the donor Government efforts - Assessment of individual donor and Government programmes according to selected parameters of decentralisation - Review of donor and Government co-ordination of policies and efforts - Review of donor approaches and co-ordination <p>Mr. Pyndt was Project Manager and main expatriate facilitator of the review where data collection rested with 8 Nepali and 1 expatriate experts.</p> <p>The Review resulted in production of a 230 page Main Report and a 35 page Policy Document (agreed on by all major stakeholders) as well as a proposal for a step-by-step approach towards realisation of the recommendations in the Review reports.</p>
Several countries	1994-2001	<p>Courses for local government councillors from Namibia, South Africa, Tanzania, Indonesia, Nepal, Uganda, Honduras, Nicaragua, El Salvador, Bolivia, Argentina.</p>
Sub-Saharan Africa	1998-2000	<p>Fiscal Decentralisation and LG Provision of Infrastructure and Services in Sub-Saharan Africa</p> <p>Mr. Pyndt was Quality Controller for a World Bank/Danida project carried out by LGDK in co-operation with national experts teams in 6 African countries (Senegal, Zambia, Ghana, Uganda, Swaziland, and Zimbabwe). The project comprised a cross-country analysis of the local government finance and infrastructure systems in the 6 countries. The project included development of an indicator-based model for measuring the progress of decentralisation with 8 composite indicators and 80 specific indicators.</p>
Argentina	1997-1998	<p>Manager of a co-operation project between the <i>Instituto Federal de Asuntos Municipales (IFAM)</i>, Argentina and Local Government Denmark (LGDK) on public administration reform, decentralisation and training</p>
Nepal	1997	<p>Participation in a Danida Appraisal mission to determine future Danish support to decentralisation, good governance and human rights in Nepal.</p>
Vietnam	1997	<p>Co-ordinator for study visit by the Reform Board of the Pre-Minister of Vietnam, financed by the Swedish Development Agency.</p>
Africa / Asia	1997-	<p>Training of numerous public administrators from several African and Asian countries.</p>
Uganda	1997	<p>Appraisal mission on decentralisation to determine future Danida support to decentralisation in Uganda.</p>
Uganda	1996	<p>Co-ordinator in a Institutional Strengthening project with the aim of strengthening the institutional and management capacity of the local government in Uganda. The project was implemented in co-operation with the Local Government Management Board (UK).</p>
Namibia	1989	<p>Election adviser in Namibia for the UN.</p>

14. Professional Experience Record:

Year	Organisation	Position / Job Description	Reference person
1989-	Local Government Denmark (LGDK)	Director of the International Consultancy Division	Ms. Bente Buhl Rasmussen, Director (bbu@kl.dk) tel +45 33703413

1984-1989	Local Government Denmark (LGDK)	Managerial Department, responsible for servicing the Political Board and international relations	
1982-1984	Local Government Denmark (LGDK)	Taxation Department	
1985-1995 (part time)	Denmark's International Study Programme at the University of Copenhagen	1990: Member of the Board, 1989-1995: Chairman of Faculty Board, 1985-1995: Professor in East-West Business Relations	Mr. Anders Uhrskov, Managing Director, tel +45 33 14 40 51
1988	University of British Columbia, Canada	Visiting professor, teaching graduate and MBA students	Ms. Catherine Vertesi, tel. 1 778 688 9052
1980-1981	University of Copenhagen	Assistant professor at the Department of Modern History	The professor is no longer active in the University
1977-1979	Burmeister & Wain Shipyard	Russian translator and interpreter	The shipyard has unfortunately been closed

15. Publication and Others:

- Received the Latvian Government's special award for "professional services and effective assistance for the benefit of the Latvian people and the Latvian State", November 1995
- Member of the Danish Government's Advisory Board on technical-administrative assistance to East/Central Europe 1996-1997
- Received the award of the Union of Local Self-Governments in Latvia "for the contribution to the development of a democratic local government system in Latvia in line with the European Charter of Local Self-Government"

Publications:

- Co-author on several books concerning local government matters
- Editor and co-author of book "Mestuoje upravljenje – Datskij opyt" (in Russian language, 500 pages)