

## CURRICULUM VITAE

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**Family name:** Bøttern  
**First names:** Philip Winchell  
**Date of birth:** 1 June 1962  
**Nationality:** Danish  
**Civil status:** Married, Three children

**Education:**

Institution	Degree(s) or Diploma(s) obtained:
1990	University of Copenhagen, Department of Economics, M.Sc. Economics
1986	University of Copenhagen, Department of Economics, B.Sc. Economics

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

Language	Reading	Speaking	Writing
English	5	5	5
Spanish	5	5	4
French	4	2	1
German	3	3	
Danish	Native language		

**Membership of professional bodies:** Danish Association of Lawyers and Economist  
DDRN, Danish Development Research Network

**Other skills:** Computer literate

**Present position:** Senior adviser, LGDK's International Consultancy Division

**Years within the firm:** From March 2002

**Key qualifications:**

Mr. Bottern is senior adviser in LGDK's International Consultancy Division. He is a specialist in decentralisation, public sector finance, good governance, public sector reform and inter-governmental finance with working experiences from more than 20 countries since 1998. He has worked with formulation, monitoring, reviews and evaluations of development projects and programmes and is familiar with international development partners' approaches, practises and policies.

He has a profound experience from the local government sector in Denmark. As a financial specialist in the Association of Danish County Councils (1990-1993) he supported the Danish counties in their yearly budgeting and participated in negotiations for compensation schemes with the central government for new legislation.

In the Danish Federation of Early Childhood and Youth Education (1993-1997), PB carried out comprehensive investigations using quantitative and qualitative survey techniques; worked with various finance models for kinder garden, youth education etc. and scrutinized the municipalities' budgets.

Furthermore PB has experience as a lecturer in economics (University of Copenhagen, Copenhagen Business School) and carries out training on decentralisation, public sector reform, intergovernmental finance and good governance for study groups and students, e.g. from Danida Fellowship Centre.

Key competences:

- Decentralisation
- Good governance
- Public Sector Finance and Reform
- Division of tasks between different spheres of governments – central/regional/local
- Financial Management
- Intergovernmental Finance
- Taxation and revenue enhancement
- Institutional and organisational development
- Evaluation of projects and programmes
- Programme development

**Specific foreign countries experience:**

Country	Year	Description
Palestine	2011	<b>Technical Assistance to MoLG Policy Unit (Palestine Authority).</b> The assignment consists in supporting the development of decentralisation policies in the Ministry of Local Government, Palestine.
Multi	2010 – (ongoing)	<b>Decentralisation and evaluation expert. Evaluation of EU Support to Decentralisation (EC).</b> The consultant participates in a team to evaluate the EU's global support to decentralisation from 2000 to 2009. This includes the development of the methodology for the evaluation, an extensive desk phase with studies based on existing documentation and a field phase with specific responsibility for three country studies (Peru, Honduras and Sierra Leone).
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 (see <a href="http://www.uncdf.org/english/evaluations">http://www.uncdf.org/english/evaluations</a> ).
Jordan	2008 - (ongoing)	<b>Decentralisation Adviser. Decentralisation and Women's Participation in Jordan (Danish Ministry of Foreign Affairs, MFA).</b> The consultant has been involved in the following assignments during the project: <ul style="list-style-type: none"> <li>• Development of methods for enhancing the public participation in the local authorities' decision making (ongoing)</li> <li>• Design an 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 carried out in close cooperation with all relevant stakeholders (2008)</li> </ul>
Palestine	2010 - 2011	<b>Team leader, (Danish MFA).</b> Formulation of Local Government Policy Development in Palestine - a programme to support strategy development and policy interventions for local government institutions in Palestine. The programme includes support to establish a policy unit in the Ministry of Local Government, implementation of Lean in the Municipal Development and Lending Fund and a possible support to the Association of Palestinian Local Authorities.

Malawi	2009	<b>Decentralisation expert. Public Service Charter Programme (Danish Institute of Human Rights).</b> The assignment consisted in the finalisation of a government programme to reform the delivery of public services in Malawi by issuing service charters for all public services. This was carried out during a mission in Malawi, where the consultant presented comments to the draft document at a government seminar and finalised the programme document 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 (Sida).</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 produced during the course of the project and interviews with project managers, staff involved in the project and key institutions in Guatemala with involvement in production of statistics.
Bhutan	2008 - 2010	<b>Financial Expert. Formulation of Municipal Finance Policy (DANIDA).</b> The assignment dealt with the development of a Municipal Finance Policy (MFP) to cover 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 (MWHS) and the MFP was consulted with all stakeholders. The MFP was approved by the Gross National Happiness Commission and the Cabinet in 2010 (see: <a href="http://www.gnhc.gov.bt/wp-content/uploads/2011/05/Municipal-finance-policy.pdf">http://www.gnhc.gov.bt/wp-content/uploads/2011/05/Municipal-finance-policy.pdf</a> ).
Various	2007 - 2009	<b>Consortium Manager. Sida Framework Contract for Public Administration (Sida).</b> The task consisted in administration of call offs from Sida (tenders), presentation and quality control (QA) of proposals and management, quality control 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>
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> As a part of a large project dealing with establishment of public expenditure management tools for financial management at sub national level in Russia, the consultant dealt 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. Furthermore the consultant hosted 5 delegations from Russian Regions during study tours in Denmark to study inter-fiscal relations and inter-municipal cooperation models.

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 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 were interviewed (Ministry of Finance, Albanian General Tax Department, Local Tax Offices, Sida office in Tirana and other donors. Further the consultant meet with project 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> 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 in Romania. Among the consultants specific tasks were the following: <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 consists in a technical assistance to strengthen MOLA in corporation with the Decentralisation and Local Development Support Programme (UNDP). During the programme, the consultant carried out an analysis of the fiscal decentralisation process in Yemen and hosted two studies tour to Denmark.
Uganda	2006	<b>Decentralisation expert. Regional Tier Government System (Danida).</b> The task consisted in an investigation into the possible set up of a regional tier government system, which is included as one of several elements in the Ugandan constitutional amendment from 2005. The consultant went through tentative suggestions from different stakeholders (e.g. ministries, kingdoms) and suggested a model to ULGA and a strategy for its advocacy work.
Sierra Leone	2006	<b>Decentralisation Adviser. Institutional Reform and Capacity Building Project (World Bank).</b> The assignment consisted in an assessment of the Service Commission's guidelines for local councils' human resource management. The assessment was carried out by a desk study of the draft guidelines and a field review of the final guideline's implementation in local councils - all done in close cooperation with the service commission.
Ghana	2006	<b>Financial expert. Harmonising Guidelines for District Development Fund (Danida).</b> The consultant was contracted to assist Deloitte, Accra in designing a uniform funding modality for a district development fund and support the design with experiences from other (African) countries on performance-based capital grant systems. The assignment was carried out in close cooperation with the Decentralisation Secretariat in the Ministry of Local Government and Rural Development.
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 service fees in five larger municipalities. During the assistance the potential levels of revenues from taxes and service fees were estimated, municipal tax laws scrutinised and the organisational structure of the municipal finance departments analysed. Further, the consultant conducted workshops to discuss and present all findings with the presence of mayors, councillors and all staff involved in tax and service fee administration.

Uganda	2002 – 2005	<b>Decentralisation Adviser. Assistance to ULGA, Uganda Local Government Associations (Danida).</b> The assistance consisted in building up the capacity of ULGA in its advocacy work and in particular designing and supporting ULGA's policy on fiscal decentralisation. The support was carried out by training and capacity building activities (on the job, development of policy papers, seminars, workshops, study tours, internship) with ULGA staff and political leadership during missions in Uganda and study visits to Denmark. Further the consultant advised ULGA on its organisational, institutional and strategic role in the decentralisation process in Uganda.
Sierra Leone	2005	<b>Financial Expert. Institutional Reform and Capacity Building Project. (WB)</b> The consultant reviewed the implementation of the fiscal decentralisation strategy including an evaluation of the appropriateness of the formulae for the transfer of sector grants to local councils. The review was carried out in close cooperation with the local government finance committee, relevant ministries and during a field mission to 6 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 to study the Danish model of democracy and local governance.
Uganda	2004	<b>Decentralisation Expert. Appraisal of EU Support to Decentralisation in Uganda (Danida).</b> The task consisted in appraising, updating and reformulating a proposal for the EU support to decentralisation in Uganda. The new proposal included support to the Ministry of Local Government's inspection function, support to the Uganda Local Government Associations' training activities 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. During the mission the adviser meet with ALGAK, Royal Danish Embassy, Ministry of Local Government and the Local Government Reform Programme.
Mongolia	2004	<b>Task leader. Preparation of a Strategic Plan for the Mongolian Association of Urban Centres (WB).</b> The assignment consisted in designing the Association's strategic plan 2005-2008 and yearly work plans. The plan was designed based on the members' suggestions during a mission in Mongolia, where all activities were discussed intensively with the members, the board and the executive director.
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).</b> In close cooperation with Vietnamese experts appointed by the National Academy of Public Administration (NAPA) 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 assistance consisted of advising on training methods, curriculum development and the technical content during all phases including piloting in Vietnam.
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. All activities were carried out with the Latvian Ministry of Administration.

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 course for the trainers 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> A team of consultants 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 by supporting the finalising of the strategy, development of training courses and manuals, supporting the establishment of HRD Units in LGs and the selection of training providers within a system for pre-qualified training providers.
Uganda	2003	<b>Decentralisation Expert. Technical Preparation Mission of the Second Local Government Development Programme (LGDP II (WB, Danida).</b> The consultant participated in the mission to appraise and prepare the LGDP II. The mission evaluated all implementation arrangements and the consultant appraised specifically all elements in the programme's component for local government capacity building.
Vietnam	2003	<b>Facilitator (Danida).</b> The consultant hosted a visit from the Office of the Government of Vietnam to LGDK and a Danish municipality.
Bulgaria	2003	<b>Task Leader. Study Tour in Denmark for Bulgarian Educational Modernisation Project (World Learning).</b> A group of 19 officials from the Ministry of Education, its regional institutions and schools were introduced to the decentralised financial management of Danish primary educational sector including visits to municipalities, government institutions and schools.
India	2003	<b>Expert. Establishment of an Indian Association of Local Governments (WB).</b> The assignment consisted in preparing recommendations on structure, aims, objectives and activities for an Indian association of local governments. The task included participation in a stakeholders' workshop in New Delhi and a field visit to some potential members.
Mongolia	2003	<b>Task leader. Preparation of proposal to establish the Mongolian Association of Urban Centres (WB).</b> The consult prepared a proposal to establish an Association of Urban Centres in Mongolia. This was done by a study of the Mongolian legal framework, a review of similar associations, consultations with stakeholders and potential members in Mongolia and a comprehensive blueprint for the establishment of the association. The association was established formerly shortly after the mission. (Report available at: <a href="http://www.forum.mn/pdf/mong_ass_urban_center_report.pdf">http://www.forum.mn/pdf/mong_ass_urban_center_report.pdf</a> ).
Latvia	2003	<b>Lecturer. Strengthening the Role and Functions of Local Government Executive Directors in Latvia (Danish Ministry of Interior and Health).</b> The project dealt with strengthening the capacity of the local government system in Latvia through the development of a training programme for Executive Directors of local governments. The consultant's particular task consisted in preparation of training materials in local government planning and presenting of the material 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 support to the Ministry of Municipal Development. The main activities were: 1) A review of the programme's progress and results in relation to objectives 2) Suggestions for changes and modifications to the original programme and 3) A draft Preparation Plan for the second phase of the programme.

Romania	2002 – 2003	<b>Project Manager. Institutional support to the Association of Rumanian Towns (Danish MFA).</b> The twinning arrangement covered four areas: Institutional building, Local government finance, Co-operation with the Central Government and a study Tour to Denmark. The consultant managed LGDK's part of the twinning arrangement and implemented the second and third components' activities.
Uganda	2002	<b>Decentralisation adviser. Finalisation of programme document for Danida's Support to Local Development and Decentralisation in Uganda 2003-2007 (Danida).</b> During the assignment the consultant finalised the programme document and assured coherence between the Danida programme's activities and those of the Local Government Development Programme II (WB).
Nepal	2002	<b>Financial expert. Assistance to design financial arrangements in the Local Governance Strengthening Programme, (DFID).</b> The purpose of the assignment was to streamline funding modalities in the programme with the government's financial system and satisfy conditions by a multi donor group (DFID, Danida, SNV, UNDP, NORAD, GTZ and CIDA).
Nepal	2002-2003	<b>Project Manager. Support to the Association of District Development Committees Nepal (Danida).</b> The support consisted of an investigation into the current devolution and decentralisation policies in Nepal and preparation of a Position Paper of ADDCN on Sector Devolution.
Bulgaria	2002	<b>Facilitator and lecturer. Study tour – "Inter-governmental Finance in Denmark" (World Learning).</b> The task was to facilitate a Study Tour of a Bulgarian delegation from ministries, the National Parliament and municipalities on finance mechanism in the local government finance system in Denmark included presentations of various financial issues.
Nepal	2002	<b>Decentralisation adviser. Assistance in preparing a major multi-donor decentralisation programme in Nepal "Local Governance Strengthening Programme" (Danida).</b> The assistance consisted in preparing a nation wide 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>• Management, programme management and liason to ministries, other programmes and Danida</li> <li>• Municipal planning procedures including introduction of 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>• Workshops, public campaigns etc. to stimulate public participation in decision-making and to facilitate the democratisation</li> <li>• Participation in DANIDA missions in the agriculture and transport sectors and coordination and coherence with those programmes and the PRODEMU-DANIDA programmes</li> <li>• Establishment, functioning and operation of a regional association of 11 municipalities (AMUNSE)</li> </ul>

## Professional experience

Year	Organisation	Reference	Position/Job Description
March 2002-	Local Government Denmark (LGDK)	Bente Buhl Rasmussen, Director of LGDK's Consultancy Division, Weidekampsgade 10, 2300 Denmark. Tel +45 33703370	Senior adviser in LGDK's International Consultancy Division
2001	Carl Bro a/s	Mr. Kim Madsbjerg, Chief Adviser, Granskoven 8, 2600 Glostrup, Denmark. Tel +45 43 48 60 60.	Consultant. Appraisal of "Regional Programme in Central-America and Caribbean 2001-2005" programme developed by the General Workers Union, Denmark (SID).
1998-2001	DANIDA	Mr. Orla Bakdahl, Ambassador, Asiatisk Plads 2, 1448 Copenhagen K, Denmark. Tel +45 33 92 00 00	DANIDA-adviser, senior specialist in municipal finance and financial planning in Nicaragua.
1993-1997, 2001	BUPL (Danish Federation of Early Childhood and Youth Education)	Mr. Jan Thomsen, Director of BUPL Secretariat, Blegdamsvej 43 2100 Copenhagen Ø, Denmark	Finance and policy adviser <ul style="list-style-type: none"> <li>• Responsible of analysis and investigations of local and central governments' spending and financing of early childhood and youth education.</li> <li>• In charge of comprehensive surveys on subjects related to early childhood and youth education (tariffs, finance models, capacity, education, quality etc.) and drafting of reform proposals.</li> <li>• Extensive work on consequences of devolution of public tasks from central government to municipal level and from municipal level to institutional level.</li> <li>• Technical Team Leader in projects about consequences of the modernisation of the public sector in Denmark and Sweden in the 80's and 90's including elaboration of extensive reports.</li> <li>• Responsible for analyses of reforms of municipal structures in Denmark and the implications of these for the functioning of local governments.</li> <li>• Hired as consultant to investigate the consequences of outsourcing of day-care institutions in Assens Municipality, Denmark (in 2001).</li> </ul>
1990-1993	The Association of Danish County Councils	Ms. Lis Lauritsen, Head of Office, Dampfærgevej 22, 2100 Copenhagen, Ø + 45 35298100.	Economic adviser and specialist in local government finance and procedures for preparation of municipal budgets. <ul style="list-style-type: none"> <li>• Provided financial and economic analysis of the 14 county councils' economic situation to the Board and the Chairman.</li> <li>• Participated in negotiations with the central government and ministries about the local governments finance, yearly targets for budgets and financial consequences of new/changed laws for the county councils.</li> </ul>

			<ul style="list-style-type: none"> <li>Supported the county councils with manuals and financial and economic analyses of their financial situations during their yearly budgeting.</li> <li>Undertook extensive analysis of the county council's expenditures on health care, education, environment and transport and their revenues from income and property taxes, grants, capital income and other financial sources.</li> <li>Carried out calculations of the costs for the county counties of new and/or changed legislation and undertook evaluations of the county councils' equalisation grant (tax-revenue redistribution)</li> <li>Representative in the Finance Committee of the Council of European Municipalities and Regions.</li> </ul>
1991	Copenhagen Business School		Lecturer in micro and macroeconomics.
1986-1989	University of Copenhagen	Niels Kjærgård, Rektorsekretariatet Københavns Universitet Nørregade 10, Postboks 2177, 1017 København K	Lecturer in micro and macroeconomics, Marxist Economics, history of economic thought and philosophy of science.

#### Specific. Presentations at International Conferences:

February/March 2006, Ankara, Turkey	OECD/SIGMA: <i>Public Administration Reform and Territorial Organisation: Empowering Local Governments</i>	<i>Transfer of Staff from Central to Local Governments</i>
June 2003, New Delhi, India	World Bank: <i>Workshop to facilitate an Indian Association of Local Government</i>	<i>LGA Advocacy and Representation of Members</i>
February 2003, Madrid, Spain	IULA and the World Bank: <i>International Expert Meeting on Association Capacity Building</i>	<i>Experiences in Association to Association Work</i>
October 2002, Barcelona, Spain	European Institute of Public Administration (EIPA-ECR): <i>Financing of Local Authorities in Europe – a comparative analysis</i>	<i>The financing of Danish Local Governments</i>
October 2000, Antigua, Guatemala	Federation of Municipalities in Central America (FEMICA): <i>Doing Business with the Municipality</i>	<i>PRODEMU – Support to Local Development and Decentralisation in Nicaragua</i>

#### Other relevant information:

- Lecturer at Danida Fellowship Training Courses on decentralisation, good governance, public sector reform and municipal finance
- Military service in the Royal Danish Air force 1982-1983.

#### Publications (selected):

- 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 Programme, 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 Centres (WB, 2003)  
[http://www.forum.mn/pdf/mong\\_ass\\_urban\\_center\\_report.pdf](http://www.forum.mn/pdf/mong_ass_urban_center_report.pdf).
- "Den Industrielle Revolution" (The Industrial Revolution), thesis at the Department of Economics, University of Copenhagen, 1989
- Numerous reports and publications in BUPL, e.g.
  - "BUPL's takst- og pladsundersøgelse" (Surveys of Tariffs and Capacities of Day Care Institution), BUPL, 1994, 1995, 1996 and 1997
  - "BUPL og Moderniseringen af den Offentlige Sektor" (BUPL and the Modernisation of the Public Sector), BUPL, 1996
  - "Kommunernes Likviditet" (The Danish Municipalities' Liquidity), BUPL 1998
  - "Forældrebestyrelser" (Board of Parents), BUPL, 1994
  - "Beretning 91/92" and "Beretning 92/93" (Report to the general meeting of the Association of Danish County Councils in 1992 and 1993), Amtsrådsforeningen, 1992 and 1993