

Dege Consult Aps

Company Profile

February 2021



**DEGE Consult
Denmark**

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Company background

Dege Consult is specialized in management consultancy within the field of public sector reforms and decentralization. The company was initially registered in August 2004 under Tanzanian law (as Dege Tz). But since 2005 the company is also registered in Denmark (as Dege Consult ApS) with company registration under Danish law ("anpartselskab"). The Danish company serves as the head-office. The three senior partners bring decades of specialized experiences into the Company.

We have over the last years expanded our operations to over 30 countries including Uganda, Kenya, Tanzania, Ethiopia, Malawi, Lesotho, Sudan, South Sudan, Congo (DRC), Ghana, Mali, Burkina Faso, Benin, Zambia, Namibia, Yemen, Palestine, China, Nepal, Bhutan, India, Bangladesh, Pakistan, Afghanistan, Myanmar, Cambodia, Lao, Maldives, Mongolia, Solomon Islands, Micronesia, Tuvalu, Jamaica, Kosovo, Denmark and Belgium.

For Dege Consult, the client relationship is paramount. We work vigorously to meet customer expectations, clarify the purpose and process of engagements, and assess satisfaction levels. We create project teams tailored to each assignment and ensure systematic communication among team members. Above all, we make certain that contract terms are met, that flexibility is demonstrated in the way client needs are responded to, and that communication with the client is continuous and seamless.

We have demonstrated capability to manage complex assignments with multidisciplinary teams and have in several assignments been contracted by larger companies to provide exactly this type of services. Because of our particular focus on management consultancy services to governments and development partners in the area of Governance, we accept our specific responsibility to society, and strive to operate in a socially responsible manner and follow high standards of ethical conduct within the framework of the legislation of the countries in which we operate. Accordingly, DEGE Consultants are committed to act as responsible corporate citizens, this includes their commitment to

- Work towards sustainability and sustainable solutions,
- Respect the rules of law governing the consulting business, and
- Respect human rights and political, cultural and religious customs of the countries they work in.

We have established a Company Code of Ethics and Corporate Conduct that all consultants and associates are bound to follow. A copy of the most updated version of this document can be downloaded from <http://dege.dk/assets/files/code.pdf> .

The Code of Ethics and Corporate Conduct is based on **five core principles**:





Services we offer

Dege Consult is able to provide the following services within the broad areas of decentralisation, local government reforms, public sector reforms and good governance:

1. Project and programme design
2. Project and programme reviews and evaluations
3. Capacity building and organisational development
4. Policy reviews
5. Research
6. Design or review of fiscal decentralisation strategies
7. Design of innovative tools for financing of climate change adaptation
8. Design and review of financial management systems
9. Design and review of systems of decentralised human resource management

For more information please visit our website: www.dege.dk

Our team

Senior partners

Three senior partners described further below jointly manage DEGE Consult.

Gerhard Van 't Land: Senior Partner and Consultant is a Dutch national with a master's degree in Agricultural and Development Economics (Wageningen University). After initial long-term assignments in Cameroon, Burkina Faso, Tanzania and Sri Lanka, he was for 12 years managing director and senior consultant for a Nairobi-based consultancy organization. He joined Dege Consult in 2010 and relocated to Asia in 2013. Gerhard has worked extensively with Government institutions at various levels (i.e. national, regional, district levels), CBOs and NGOs, as well as with private sector organizations. He has a total of over 30 years of working experience and has been involved, either as consultant or manager, in a wide range of consultancy assignments in Africa, Asia and the Pacific, related to public sector reform, public service delivery, capacity building and institutional development. Most assignments relate to governance and (fiscal) decentralization and include aspects of facilitating policy dialogue, policy formulation and management for change. Gerhard presently assures the role of Managing Director of the company. E-mail: gl@dege.dk



Per Tidemand: Founder and Senior Partner is a Danish citizen, holds a PhD in Development studies. His areas of specialisation are public sector reform with particular emphasis on local government development including local government fiscal transfer systems, planning and budgeting and local government human resource management and decentralisation of sector programmes: water, health, agriculture, urban environmental management, education and climate change adaptation finance. He has extensive practical experience in project/programme formulation, implementation, review and evaluations. This includes assignments in Vietnam, Uganda, Tanzania, Mozambique, Zambia, Malawi, Ghana, Kenya, Ethiopia, Botswana, Yemen, Bangladesh, Somalia, South Sudan and the Maldives. He has in depth experience from East Africa where he has worked for 5 years in Uganda and 8 years in Tanzania. E-mail: pt@dege.dk

Jesper Steffensen: Senior Partner and Consultant is a Danish Citizen with a MA in Political Science. He is a public administration, financial management and fiscal decentralization specialist with comprehensive working experiences from core positions in central governments and local government associations. Jesper has project experiences from assignments in more than 40 countries over the past 30 years in Europe, Africa, Asia and the Pacific Islands. His fields of core expertise are: Public finance, intergovernmental fiscal relations, financial management, performance-based incentive systems, climate change funding, surveys on systems and procedures of decentralization and design and implementation of local development projects. He has been lead consultant on several larger decentralization reform projects in Europe, Africa, Asia the Pacific Countries in cooperation with the governments, the World Bank, UNDP/UNCDF, Danida, DFID, the Netherlands, KFW and others development partners. Finally, Jesper has been guest professor at Duke University within the subject of Fiscal Decentralisation and PFM (2005-11). E-mail: js@dege.dk

Associates

Finn Lauritsen: Finn has a background within local government in Denmark and has worked internationally for over 20 years, focussing on public finance, financial management and administrative reforms. Furthermore, he has knowledge of fiscal decentralisation, local governance finance, intergovernmental fiscal transfer systems and grant formula, taxation system development, revenue enhancement and borrowing. He has also worked with service delivery arrangements, functional reviews, expenditure assignments, regulatory impact assessment and calculation of costs of expenditure assignments at local government level as well as with management and financial management systems and procedures, budgeting and accounting systems, procurement, and capital investment management. Finn also has experience with local economic development and financial accountability analyses according to the PEFA framework and has been involved in the design and implementation of local and democratic governance reforms, decentralisation and systems of intergovernmental relations (develop policies and strategies, approaches, policy dialogue and policy analysis, review country and decentralisation issues, development programming (identification, prioritising, sequencing and costing of activities), project management, technical assistance, and monitoring and quality assurance).

Nazar Sola: is a Tanzanian national and experienced consultant in the fields of local governance, institutional strengthening, capacity building and organizational development. He is a retired senior lecturer from the Mzumbe University where he served in various positions including Head of a Local Government Center and the Department of Languages and Communication Skills. As Head of the Local Government Center he organized and facilitated a number of short courses, reviewed the capacity building activities for the Local Government

Reform Programme (LGRP), the Urban Sector Rehabilitation Project (USRP) and individual LGAs.

As associate with DEGE Consult, Nazar was involved in a number of assignments such as the study on staffing problems in peripheral LGAs (for LGRP), a study on governance and service delivery (for JICA) and a LG Capacity Building study in Zanzibar (for World Bank). More recently he conducted a study on LGA fiscal inequalities; a technical review and Value for Money Audit of contracts implemented by LGAs under the Health Sector Window of the LGDG and he undertook an Institutional review of the Zanzibar Municipal Council and the three Town Councils of Pemba.

Lone Wienberg: Associate Consultant is a Danish citizen and an experienced practitioner in public administration, social affairs and HR management from more than 20 years of experience. She has comprehensive experiences within the areas of management, public administration, human resources, working conditions and environment, social affairs/welfare initiatives and support to vulnerable groups. Lone has extensive experiences in conflict resolution, mediation and negotiations from various management and consultant positions in the public sector. Lone has experiences from specialist functions in the public sector, management funds as well as consultancy and advisory positions.

Rest Lasway: Rest is an expert in Education, as well as Social Development. She is conversant with strategic planning, project/program design, negotiation, donor coordination, policy analysis and formulation, program management, monitoring and evaluation, gender analysis and civil society engagement, conducting needs assessment, designing and organizing capacity building training programs. Her work has mostly been in Tanzania, but she also carried out some specific short period assignments in Canada, Namibia, Malawi, and World Bank Head Office in Washington DC.

Administration and Contact

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Gerhard Van 't Land - gl@dege.dk

External accountancy support
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Consultant's Experience

A list of all assignments carried out by the company over the period 2006 – 2019 is provided below. One-page narratives (in the standard WB format) are available for most of the assignments and can be provided if so required.

Ref	Assignment	Country	Client	Lead Dege partner (s)
2020				
2020-A	Decentralisation for Development in Zambia – concept for grants & backstopping fiscal decentralisation National conference	Zambia	GIZ through GFA	JS
2020-B	Technical Review of the Project “Fostering decentralisation and good governance at the local level in Georgia	Georgia	Danida	PT
2020-C	Intergovernmental Fiscal Transfer Program for Results (UgIFT PforR) Additional Financing (AF) – Technical Assessment	Uganda	World Bank	PT
2020-D	Institutional expert ‘Global Future Cities South East Asia Programme’ - Yangon	Myanmar	FCDO via Tripleline	GL
2020-E	Assist the Government of Mali in preparing a Performance Grant Implementation Manual	Mali	World Bank	GL
2020-F	Quality assurance – implementation of the Palestinian Local government Action Plan, institutional set up and recommendations on mainstreaming of climate change adaptation in future programming	Palestine	Danida	JS
2020-G	Kerala Urban Service Delivery Project (KUSDP) - Development of City-level Grant	India, Kerala	World Bank	JS
2020-H	Cox Bazar Local Government service delivery and capacity assessment	Bangladesh, Cox’s Bazar	World Bank	GL
2020-I	Proposal writing – EU grant for township development	Myanmar	SKL International	GL
2020-J	LoCAL (Local Climate Adaptive Living Facility) – scoping study	Solomon Islands	UNCDF	JS
2020-K	LoCAL (Local Climate Adaptive Living Facility) – scoping study	Senegal	UNCDF	HBO
2020-L	LoCAL (Local Climate Adaptive Living Facility) – scoping study	Palestine	UNCDF	JS / HBO
2020-M	LoCAL (Local Climate Adaptive Living Facility) – scoping study and subsequent full design.	Malawi	UNCDF	PT
2020-N	Input into UNCDF publication on urban finance	Global	UNCDF	JS
2020-O	Update of the Provincial Government Performance Assessment tool and grant manual	Solomon Islands	Government of Solomon Islands	JS
2020-P	Elaboration of a project document for a Governance programme	Congo (DRC)	UNDP / UNCDF	GL
2020-Q	Strategic reflection on engagement with county governments in terms of programming and advocacy	Kenya	UNICEF, Kenya	GL

Ref	Assignment	Country	Client	Lead Dege partner (s)
2020-R	Supporting Reforms to the Financing of Local Service Delivery in Uganda	Uganda	ODI	JS / PT
2020-S	Support design of performance based county grants under the Financing Locally-Led Climate Action Program	Kenya	World Bank	GL
2020-T	LoCAL (Local Climate Adaptive Living Facility) – scoping study	Rwanda	UNCDF	HBO
2020-U	Review of Municipal fiscal space as a result of COVID-19	Global	UNCDF	JS
2020-V	LoCAL (Local Climate Adaptive Living Facility) – scoping study	Punjab, Pakistan	UNCDF	HBO
2020-W	Review of the Local Government Equalisation Fund and recommendation for the future horizontal allocation formula	Zambia	GIZ through GFA	PT
2020-X	Facilitate the preparation of an EU-UNDP contribution agreement	Solomon Islands	UNDP	GL
2020-Y	LoCAL (Local Climate Adaptive Living Facility) – scoping study	Jamaica	UNCDF	JS
2020-Z	LoCAL (Local Climate Adaptive Living Facility) – scoping study	Bhutan	UNCDF	JS
2020-AA	Interim team leader – Governance Programme	Somalia	UNCDF	PT
2020-AB	Own source revenue strengthening program under the Dar es Salaam Metropolitan development project	Tanzania	Ecorys	PT
2020-AC	Stocktake of partners, tools and resources to support sub national planning and budgeting for children	Global	UNICEF	GL
2020-AD	Facilitate an updating of the National Decentralisation Policy	Malawi	UNICEF Malawi	GL
2019				
2019-A	Technical Assessment Performance Based Block Grants of the Karachi Urban Management Project	Pakistan	World Bank	HBO/GL
2019-B	Public Sector Governance for Service Delivery Program, design of the Performance Grant Component	Zambia	World Bank	JS
2019-C	Senior Intergovernmental Fiscal Transfer Specialist	Zimbabwe	World Bank	JS
2019-D	Project Design : Governance and Service delivery in Solomon Islands	Solomon Islands	EU	GL
2019-E	Preparation of a Project Implementation manual for the Nepal Urban Governance and Infrastructure Project (NUGIP)	Nepal	World Bank	GL
2019-F	Implementation of Fiscal Decentralization Strategy in Somaliland and Puntland	Somalia	UNCDF	PT
2019-G	Quality of entry assessment – Netherlands co-funding to a performance based grant under a World Bank lead project	Mali	Netherland Embassy Bamako	GL
2019-H	Local government performance based grant design	Malawi	Government of Malawi / World Bank	PT
2019-I	Technical Assistance to the Inter-Ministerial Coordinating Committee on Decentralisation	Ghana	EU	HBO

Ref	Assignment	Country	Client	Lead Dege partner (s)
2019-J	Identification of Key Priorities for the Ministry of Local Governments 1 st year Action Plan.	Palestine	Danida	JS
2019-K	Supporting Reforms to the Financing of Local Service Delivery	Uganda	ODI	JS
2019-L	Design of the revised grant scheme process, including the selection of performance indicators	Kosovo	Helvetas	GL
2019-M	Review and finalisation of the Local Government Finance Act	Tanzania	GIZ	PT
2019-N	Project design Performance based grant under a WB lead project - Netherlands and Swiss co-funded	Mali	Netherland Embassy Bamako	GL
2019-O	Feasibility study Regional Development Authorities; Best practices and international experiences	Afghanistan	UNDP	GL
2019-P	Support secondary Education Facility / Decentralisation Financing	Malawi	EU	HBO
2019-Q	India City Program, project identification	India	World Bank	JS
2019-R	Mid-term review of the Governance and Inclusive Development project	Lao PDR	SDC (Swiss)	GL
2018				
2018-A	Public Sector Systems Strengthening (PS3) Project in Tanzania	Tanzania	USAID	PT
2018-B	Feasibility Study National School of Local Administration (NASLA)	Cambodia	Asian Development Bank	GL
2018-C	Local Governance Finance and Public Financial Management climate adaptation financing	Tuvalu	UNCDF	JS
2018-D	Input to high-level workshop in Spain on SNG finance and funding options	Spain	UNCDF Global Conference	JS
2018-E	Support to the Intergovernmental Fiscal Transfer System in Uganda	Uganda	ODI/UK	JS / PT
2018-F	Backstopping support Helvetas Kosovo – Municipal Performance Assessment System	Kosovo	SDC / Helvetas	GL
2018-G	Support to the Public Administration Reform process in Lao PDR	Lao	UNDP	JS
2018-H	Support to Design of Performance-Based Grants under the Village Act in Indonesia	Indonesia	World Bank	JS
2018-I	Support to scaling up of LoCAL – Performance-based climate resilience grants to districts in Mozambique	Mozambique	World Bank	JS
2018-J	Review of Decentralisation Support	Mali	Danish Embassy	HBO
2018-K	SDC localisation in 5 Mekong Countries, project identification	Cambodia, Lao, Myanmar, Thailand, Vietnam	UNDP	GL
2018-L	Diagnostic of decentralisation in Ethiopia using/testing the tool of the Territorial Approach to Local Development (TALD)	Ethiopia	DEVCO/European Union	GL
2017				
2017-A	Design P4R Urban Local Government Development Program phase II	Ethiopia	World Bank	JS

Ref	Assignment	Country	Client	Lead Dege partner (s)
2017-B	Experiences with local development funds in 10 countries compared	10 countries	UNCDF	JS / HBO
2017-C	Preparation Program Operations Manual (POM) for Kenya Urban Support Program (KUSP)	Kenya	Government of Kenya and WB	GL
2017-D	Formulation of EU Programme support to Decentralisation in Ghana phase II under 11th EDF	Ghana	EU	HBO
2017-E	Design Performance Based Grant System Phase II (DEMOS -II)	Kosovo	Helvetas / SDC	GL
2017-F	External Monitoring & Evaluation Agent/Partnership for Accountability and Transparency (PAT)	Cambodia	Sida / Swedish Embassy Phnom Penh	GL
2017-G	Technical inputs for the preparation of Smart Cities PforR operation and the proposed City Challenge Fund	India	World Bank	JS
2017-H	Review of PBGS and support to PforR World Bank programs	Indonesia	World Bank	JS
2017-I	Review of the Provincial Government Act	Solomon Islands	Government of Solomon Islands	GL
2017-J	Formulation of the Sub national governance programme (SNGP)	Nepal	Government + UNDP (donor basked)	GL
2017-K	Technical support for the Technical Assessment of Punjab Cities Program	Pakistan	World Bank	HBO
2017-L	Midterm Review of Decentralisation programme, BTC Rwanda	Rwanda	BTC / Particip	PT
2017-M	Support to up-scaling of the USMID Program in Uganda	Uganda	World Bank	JS
2017-N	Improving school dormitory environments through financing	Mongolia	Ministry of Education (ADB funding)	GL
2017-O	Input to publication on LG involvement in climate change investments	World Wide	UNCDF	JS
2017-P	Development of a performance assessment manual	Ghana	UNCDF	HBO
2017-Q	Development of a performance assessment manual	Tanzania	UNCDF	HBO
2016				
2016-A	Budget Support Evaluation	Ghana	EU/Particip	PT
2016-B	Decentralisation SWAp	Ghana	Danida/PEMconsult	PT
2016-C	Fiscal Decentralisation/BSI	Uganda	ODI	JS
2016- D	Scoping LoCAL	Tanzania	UNCDF	JS
2016-E	Concept Note LoCAL	Uganda	UNCDF	JS
2016-F	Municipal Finance Meeting	Tanzania	UNCDF	JS
2016-G	PBG West Bengal	India	WB	JS
2016-H	MTR LGCDP II	Nepal	UNDP/MOFALD	GL / HBO
2016-I	Redesign LG Programme	Myanmar	SDC	GL
2016-J	Identification Governance and PFM Programme	Lesotho	EU/ICE	HBO

Ref	Assignment	Country	Client	Lead Dege partner (s)
2016-K	Start up support LoCAL	Tuvalu	UNCDF	JS
2016-L	MTR of the National Programme for Sub-National Democratic Development (SNDD)	Cambodia	EU/Particip	GL
2016-M	Review of the Provincial Capacity Development Fund	Solomon Islands	Ministry of Provincial Strengthening	JS
2016-N	Review PBGS	Kosovo	SDC	GL / JS
2016-O	West Bengal Performance Based Grant Phase II	India	WB	JS
2015				
2015-A	Institutional Strengthening 3 Town Councils Pemba/Zanzibar	Zanzibar	World Bank	PT
2015-B	Formulation Fiscal Decentralisation Programme	Bhutan	EU	HBO/JS
2015-C	Workshop on fiscal decentralisation	Kosovo	SDC	JS
2015-D	P4L Indicators Urban Development Programme	Tunisia	World Bank	GL
2015-E	Public Service Reform Programme Impact Study	Tanzania	DfID	PT
2015-F	Grant Design	Belarus	EU	JS
2015-G	PfR Grant Design – two phases	Kenya	World Bank	JS
2015-H	MTR Sharique Programme	Bangladesh	SDC	GL
2015-I	Review Good Governance Programme (UGOGO)	Uganda	Danida	PT
2015-J	Evaluation of Local Governance Programme	Benin, Ghana, Palestine, South Africa	VNG/Ministry of Foreign Affairs Netherlands	PT/GL/HBO
2015-K	Assessment of Local Governance	Myanmar	World Bank	GL
Ref				
Assignment				
Country				
Client				
Lead Dege partner				
2015-L	Workshop Training Materials LOGIN	Asia Region	SDC	JS/HBO
2015-M	Urbanization Review in Ethiopia	Ethiopia	World Bank	PT
2015-N	Grant design support in Uganda	Uganda	ODI	JS
2014				
2014-A	LGA Fiscal Inequities	Tanzania	DFID via ODI	PT
2014-B	RDC Uganda - sub-contract	Uganda	RDC/Danida	JS
2014-C	Kenya County Performance Dashboard	Kenya	World Bank	GL
2014-D	Mongolia - Education Block Grant	Mongolia	ADB	GL
2014-E	Pre-appraisal and appraisal of	Ethiopia	World Bank	JS

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	ULGDP II			
2014-F	Capacity Building of Pemba Town Councils (ZUSP)	Tanzania	MOFEA Zanzibar / via GHK	PT
2014-G	ADB/Nepal/ICF-GHK	Nepal	ADB	HBO
2014-H	Nairobi Municipal revenue enhancement	Kenya	World Bank/ CRISIL	PT/GL
2014-I	Bangladesh - Review of Governance Program	Bangladesh	Danida	JS
2014-J	Outcome evaluation Governance and Decentralisation program	Mongolia	SDC via Particip	GL
2014-K	South Sudan - BSI	South Sudan	ODI (DFID)	PT
2014-L	Education financing in a decentralizing context	Mongolia	World Bank	GL
2014-M	Design NP-SNDD - Phase 2	Cambodia	NCDD/S - RGC	GL
2014-N	Preparation results framework and assessment of budget support criteria	Bangladesh	Danida	JS
2014-O	Analytical work on links and synergies	Bangladesh	Danida	JS
2014-P	Country Program Process Consultant	Bangladesh	Danida	HBO
2014-Q	Public Administration Review	FSM/Micronesia	ADB	GL

GL Gerhard van 't Land
 JS Jesper Steffensen
 PT Per Tidemand
 HBO Hans Olsen (partner from 2006 to end 2020)

Ref	Assignment	Country	Client	DEGE Services
2013				
2013-A	LG PFM Manual South Sudan	South Sudan	Capacity Building Trust Fund (CBTF)	Team Leader and 2 regional PFM experts
2013-B	Formulation of Programme in Support of Local Economic Development	Tanzania	Danida	Team Leader
2013-C	Joint Water/Environment Programme Fiduciary Risk Assessment	Uganda	Danida	Fiscal Decentralisation Expert Leader
2013-D	Formulation of Decentralisation Support Programme	Liberia	SIDA	Team Leader
2013-E	Review of Municipal Tax Project	Palestine	GIZ	Team Leader
2013-F	County Performance Assessment System	Kenya	World Bank	Team Leader
2013-G	Development of Concept for Local Governance and Environmental Management	Bhutan	Danida	Team Leader
2013-H	Operational manual for Local Government and Service Delivery Project	South Sudan	World Bank	TL and + 3 PFM staff, Engineer & Procurement specialists
2013-I	Pre-appraisal and Appraisal mission on the urban local government development program (LG Revenue)	Ethiopia	World Bank	Team Leader and Deputy Team Leader
2013-J	Strategic Framework for Community Centres	Bhutan	SDC	Team Leader
2013-K	Review of Danida Support for non medical HIV activities	Tanzania	Danida	Team Leader
2013-L	Advice on Design of Public Expenditure Tracking Studies (PETS)	Tanzania	DFID	Fiscal Decentralisation and PETS Expert
2013-M	Functional Review	Mongolia	ADB	Team Leader
2013-N	Evaluation Local Governance Project	Mali	BTC	Team Leader
2013-O	Right to service and Good Governance Programme	Ghana	Danida	Team Leader
2013-P	Tanzania General Budget Support Evaluation	Tanzania	ITAD subcontract for EU	PFM and Fiscal Expert
2013-Q	Afghanistan study tour on decentralization reform in Denmark	Denmark	Danida	Danish LG expert
2013-R	Local Governance Programme	Micronesia	ADB	Team Leader
2012				
2012-A	Fiscal assessment of LGAs and Design of Urban Infrastructure Grant (UIG) in support of preparation of the proposed second Local Government Support Project (LGSP 2)	Tanzania	PMORALG, Tanzania (World Bank credit)	Team leader & Local Government Finance Specialist
2012-B	Fiscal assessment of LGAs in preparation of Design of (performance based) Urban Infrastructure Grant System	Tanzania	KfW, Germany on behalf of PMORALG Tanzania	Team leader and 2 senior LG finance specialists

Ref	Assignment	Country	Client	DEGE Services
2012-C	Due diligence and Appraisal - Development of a Municipal Assessment System and Operational Manual	Uganda	Urban Support to Municipal Infrastructure Development (USMID) Program / WB	Team leader and LG specialist
2012-D	Presentation at VNG (Dutch association of Municipalities), the Hague	Netherlands	VNG	Speaker
2012-E	LGSP Review	Bhutan	Danida	Teamleader
2012-F	Support the Preparation of the Urban Local Government Performance Assessment System	Uganda	World Bank	Team leader/LG finance specialist
2012-G	Local Government PFM Manual	South Sudan	CBTF for Ministry of Finance and Local Government Board	Team Leader
2012-H	Mid-term evaluation of the first three-year implementation plan (2011-2013) for the programme for Sub National Democratic Development (SNDD)	Cambodia	Government of Cambodia / SNDD-Secretariat,	Teamleader
2012-I	Fact Finding Mission – Climate Change Adaptation at the Local level	Ghana	KFW	Team leader and resource person
2012-J	Preparation of a Local Authority Transparency, Integrity System Assessment (LATISA) Tool	Global	Transparency International Secretariat	Team of 3 persons
2012-K	Support to Formulation of the Recovery and Development Component for Northern Uganda under the Danida Supported U-Growth Program	Uganda	Danida	Team Leader
2012-L	Consulting Services in Preparation of the USMID in Uganda and the ULGSP in Tanzania	Tanzania and Uganda	World Bank	Team Leader
2011				
2011-A	Municipal Reform Process	Palestine	World Bank	Local Governance Expert
2011-B	Zambia Governance Sector Programme	Zambia	DANIDA	Governance Specialist
2011-C	Diagnostic of Intergovernmental Fiscal System	Uganda	DANIDA	Fiscal Decentralisation expert
2011-D	Annual Review of DDF/Joint Review	Ghana	KfW	PBGS expert
2011-E	Operational Manuals and Guides on Grant performance for USMID	Uganda	World Bank	Fiscal Decentralisation Expert
2011-F	Review of LDP II	Palestine	DANIDA	Local Governance Expert
2011-G	LDP III Identification Mission	Palestine	DANIDA	Team leader/ Local Governance Expert
2011-H	LDP III Formulation Mission	Palestine	DANIDA	Team leader
2011-I	Review of Local Governance Support Programme	Bhutan	DANIDA	Team leader

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2011-J	Formulation of the Local Government Procurement Project	Tanzania	BTC	Team Leader and Local Government and Procurement experts
2011-K	Evaluation of Finnish Support to Local Governance	Finland, Kenya, Namibia, South Africa, Swaziland and Tanzania	Finnish Ministry of Foreign Affairs	Team Leader and team of local governance experts
2011-L	Institutional Assessment of CONAFIL	Benin	KfW	Fiscal Decentralisation Expert
2010				
2010-A	Danida Decentralisation Source Material	Denmark	DANIDA	Team Leader & Decentralisation experts
2010-B	Comparative Assessment of Decentralisation in Africa: Research Tanzania country study	Tanzania	USAID	Democracy and Governance and specialist
2010-C	Financial Management in Juba	Sudan	EU/EUROPEAID	FM Expert
2010-D	Education Block Grant	Mongolia	Asian Development Bank	Fiscal Decentralisation Expert
2010-E	Formulation of Uganda Good Governance Programme	Uganda	DANIDA	Governance Expert
2010-F	Water Sector Programme Formulation	Zambia	DANIDA	Fiscal Decentralisation Expert
2010-G	Fiscal Decentralisation Workshop	Benin	DANIDA	Team Leader and Fiscal Decentralisation Expert
2010-H	Joint Annual Technical Review of Local Governance Support Programme	Bhutan	DANIDA	Local Governance Expert
2010-I	Decentralisation Review	Ghana	KFW/DANIDA	Two Decentralisation Experts
2010-J	Revision of Local Government Assessment Manual	Tanzania	Royal Dutch Embassy	Team Leader Decentralisation Expert
2010-K	Technical Assessment of the Local Government Management and Service Delivery Programme (LGMSDP)	Uganda	Ministry of Local Government / World Bank	Team Leader + 3 Local Government Experts
2010-L	The Benin Urban Environment Programme – Fiscal Decentralisation Issues	Benin	World Bank	Fiscal Decentralisation Expert
2010-M	Institutional and Organisational Assessment of the Local Government Finance Commission (CONAFIL)	Benin	CONAFIL / Danida	Institutional / Fiscal Decentralisation Expert
2009				
2009-A	Formulation of programme support to Parliament (Bunge)	Tanzania	DFID	Governance and CSO expert
2009-B	Support to PMORALG for formulation of Strategic Cities project	Tanzania	PMO-RALG (WB)	Governance and Environment specialist

Ref	Assignment	Country	Client	DEGE Services
2009-C	Review of the performance of districts and counties with the aim to development a performance-based grant system	China	National Development and Reform Committee	International Team leader and consultant
2009-D	Inception Mission Local Service Delivery and Governance Programme	Ghana	DANIDA	Team Leader
2009-E	Review of Basket Fund for Local Government Associations	Uganda	DANIDA/Irish Aid	Team Leader
2009-F	Appraisal of the DANIDA support to the Sustainable Environment and Local government Support Program	Bhutan	DANIDA	Consultant
2009-G	M &E expert to the Joint Budget Support Operation for sector budget support to decentralisation and local governance. Impact of service delivery at local levels.	Uganda	World Bank & DANIDA	Team Leader
2009-H	Process consultant for the identification of a Joint Programme with DFID in Governance and Accountability	Uganda	Royal Danish Embassy	Consultant
2009-I	Institutional strengthening of Zanzibar Municipality and three town Councils of Pemba	Zanzibar	WORLD BANK	Team leader + 3 FM, HR and Environment specialists
2009-J	Good Governance Formulation Programme	Tanzania	DANIDA	Public Sector Management Expert
2009-K	Review of Public Sector Management Programme	Uganda	DANIDA	Team Leader + consultant
2009-L	PER of Fiscal Decentralisation and Accountability Assessment	Zambia	NORAD / World Bank	Team Leader + 1 Fiscal Decentralisation and 1 Local Governance Expert
2008				
2008-A	Review of Local Government Support Programme	Tanzania	PMO-RALG (IDA Credit)	Team leader and 8 consultants
2008-B	Financial Management Training of LG Accountants	Tanzania	Health Sector Basket / PMO -RALG/ DANIDA	Team Leader, 2 LG Finance Specialist + 8 LG trainers sub-contracted
2008-C	Assessment of funding modalities for health infrastructure in local governments	Tanzania	PMO-RALG (DANIDA)	Team leader and LG finance expert
2008-D	Formulation of Local Service Delivery and Governance Programme	Ghana	DANIDA	Team leader and institutional/policy expert
2008-E	Design of financing modality for LG road capital works	Tanzania	PMO-RALG	Team leader and LG finance expert
2008-F	Review of Public Service Reform Programme	Uganda	Min. of Public Service (donor basket group)	Team leader
2008-G	Independent Review of annual LGCDG Assessments	Tanzania	PMO-RALG (IDA Credit)	Team leader, LG finance specialist, LG HR specialist and project director

Ref	Assignment	Country	Client	DEGE Services
2008-H	Formulation of Decentralization Programme	Nepal	DANIDA	Institutional expert
2008-I	Good Governance Project Appraisal	Mali	DANIDA	Local governance specialist
2008-J	Local Government Financial Management	Namibia	FINNIDA	Team Leader, 1 FM specialist
2008-K	Impact of Local Government Reform	Tanzania	Research on Poverty Alleviation (REOPA)	Team leader
2008-L	Study on Local Councillors Accountability and oversight (ALCOSA)	Uganda	World Bank	Quality Assurance and Methodology
2008-M	Formulation GG Programme	Mali	DANIDA	Team Leader
2008-N	Natural Resource Management in Local Governments	Uganda, Kenya and Tanzania	World Bank	Team leader
2008-O	Final Evaluation – Capacity Building for Decentralized Service Delivery	Ethiopia	Min. of Works and Urban Development / World Bank	Team leader + 3 senior consultants + 4 associate consultants
2007				
2007-A	Decentralisation Policy Review	Ghana	Min. of Local Government + donor group supporting decentralisation (lead DANIDA, KfW and IDA)	Team leader
2007-B	Study on Decentralisation in East Africa	Kenya, Tanzania and Uganda	JICA	Team leader and six senior decentralization specialists
2007-C	Formulation of Good Governance Programme	Burkina Faso	DANIDA	Team leader
2007-D	Design of Provincial Public Expenditure Materials in Planning, Programming and Budgeting	Solomon Islands	UNCDF and UNDP	Public Expenditure Management Specialist
2007-E	Review of Experiences for Donor Support to Decentralisation	Tanzania	DANIDA and GTZ	Decentralisation Specialist
2007-F	Formulation of Concept Paper on Decentralisation and Local Governance	Switzerland	Swiss Development Cooperation SDC/HQ Switzerland	LG Specialist /Team leader
2007-G	Training of local government officials in Zanzibar	Tanzania / Zanzibar	World Bank & Revolutionary Government of Zanzibar	Team leader and 2 training specialists
2007-H	Evaluation of Local Government Reform Programme	Tanzania	Prime Minister's Office / Regional Administration and Local Government	Senior Local Government Specialist
2007-I	Mid Term Evaluation of Local Development Programme	Ethiopia	UNCDF	Team leader
2007-J	Study on the Intergovernmental Fiscal Transfers System	Malawi	World Bank	Team Leader
2006				
2006-A	Identification Mission Public Sector Reform Support	Uganda	Danish Embassy Kampala	Team leader + 3 consultants

Ref	Assignment	Country	Client	DEGE Services
2006-B	Local Government Sector Investment Plan	Uganda	Ministry of Local Government & Decentralisation Development Partner Group	Team leader
2006-C	Public Sector Reform Course	Denmark	Danida Centre for Competence Development (sub-contract PEM Consult)	Lecturer and lead facilitator
2006-D	Fiscal decentralization – design of grant systems	Namibia	Ministry Responsible for Local Government and FINIDA (subcontract with Georgia State University)	Development Grant Specialist and LG Finance Specialist
2006-E	Public Sector Reform Support Programme – Formulation Mission	Uganda	Danish Embassy in Kampala (subcontracted PEM Consult)	Team leader
2006-F	HRM Practices in the Public Sector in East Africa	Tanzania and Uganda	Danish Institute for International Studies & DANIDA	Principal and local researchers, SPSS Data Analysis
2006-G	Review of Donor Approaches for support to Decentralisation and Local Governance	Brussels and various European countries for donor HQs.	Donor Group (funded by DANIDA, subcontract with NCG)	Team leader and Decentralisation Specialist
2006-H	Review of Decentralisation Support	Uganda	Danish Embassy Kampala	Team leader
2006-I	Assessment of local government capacities	Sudan	World Bank (subcontract COWI Denmark)	2 local government finance specialists
2006-J	Formulation of local Governance Programme	Turkmenistan	UNDP	Team leader
2005	All as sub-contract to PEM Consult			
2005-A	Design of Agricultural Capital and Development Grant System (District Agricultural Development Programme)	Tanzania	Ministry of Agriculture and Food Security (MAFS)	Teamleader
2005-B	Formulation of programme in support of decentralisation	Yemen	Danida	Teamleader
2005-C	Annual Review of Agricultural Sector Support Programme	Tanzania	Danida	Institutional specialist
2005-D	Staffing problems of peripheral local governments	Tanzania	President's Office, Regional Administration and Local Government (PO-RALG/ LGRP)	1 LG Specialist for assignment led by Crown Management Consultants
2005-E	Appraisal of Programme for institutional support to Regional Secretariats	Tanzania	President's Office, Regional Administration and Local Government (PO-RALG/ LGRP)	Team leader
2005-F	Evaluation of Rural Integrated Programme Support, Lindi and Mtwara Regions,	Tanzania	Finnish Embassy and PO-RALG	Team Leader and project director