

Name: **Marie Louise Refsgaard**
Year of birth: 1979
Education: M.Phil. in Development Studies, University of Cambridge, 2004
M.Sc. in Political Science, University of Copenhagen, 2003
B.A. in Political Science, University of Copenhagen, 2001

Career

Year	Company	Area of work
2009	Hunter Consulting LLC (US)	Partner
2009	Rambøll Management Consulting (Denmark)	Manager
2008-2009	Rambøll Management Consulting (Kenya)	Senior Consultant
2006-2008	Rambøll Management Consulting (Denmark)	Consultant
2004-2006	Oxford Research (Denmark)	Analyst
2002-2004	Oxford Research (Denmark)	Research assistant
2001-2002	Royal Danish Embassy in Moscow (Russia)	Stagière, Political Section
2000-2001	Poula Helth Raadgivning (Denmark)	Project Assistant

Key qualifications

Having worked in the field of research oriented public sector consulting since the year 2000, Marie Louise Refsgaard has been involved in a vast number of **evaluations, assessments and studies** in countries in Europe, Asia and Africa.

Through her work, Ms. Refsgaard has developed a solid understanding of a wide range of M&E principles, tools and techniques. Moreover, she has gained significant experience in designing and pilot testing **results-based monitoring and evaluation systems** from a range of public sector organisations, thus advancing her understanding of conducting readiness assessments, defining outcomes, establishing Key Performance Indicators, setting baselines and targets, building monitoring frameworks, and designing management information reporting systems.

In the past years, Ms. Refsgaard has been heavily involved in designing, pilot testing and implementing performance management systems for public procurement in Kenya and Uganda with a view to enable the two countries' national procurement authorities to

enhance their focus on results and provide them with a platform for continuously measuring and managing performance data across central government entities.

Selected projects

Danish Ministry of Foreign Affairs, Assistance to conduct Theory of Change workshop for the Ministry's new web strategy, 2009

This project provided support to the Danish Ministry of Foreign Affairs' efforts to develop a new web strategy covering all the Ministry's business areas. Specifically, the team facilitated a theory of change process with the aim of establishing a clear link between the overall objectives of the new web portal and the specific interventions required to realize these objectives.

Danish Working Environment Authority, Assistance to develop Theory of Change and Key Performance Indicators, 2009

The team was asked to prepare and carry out theory of change workshops for two separate programme areas in the Danish Working Environment Authority. Based on the theory of change developed, a set of Key Performance Indicators were developed with a view to strengthen the organization's focus on creating and documenting the results of its efforts.

Danish Ministry of Foreign Affairs, Revision of Danida's Performance Management Framework, 2008

For the Danish Ministry of Foreign Affairs, Ms. Refsgaard facilitated the elaboration of the new Performance Management Framework (PMF) with a view to enhance the focus on results in the Danish development cooperation. The specific input included facilitating discussions with various units and vertical levels in the Ministry leading to a clarification as to how the new PMF should be adapted to the changing context; gathering and presenting opinions and information from MFA units regarding the use and perception of the present PMF; and preparing a proposal for a modified PMF.

Danish Ministry of Foreign Affairs, Support to assessing the public procurement system in Kenya and designing a system to continuously measure procurement performance, 2007 - 2008

Over two years, a team of consultants led by Ms. Refsgaard supported the Public Procurement Oversight Authority (PPOA) in conducting an assessment of Kenya's national public procurement system, drafting a capacity development plan for the further strengthening of the system, and designing, pilot-testing and rolling-out a permanent results-based management system enabling the PPOA to continuously measure and manage the procurement performance of all public entities in Kenya.

DFID, Development of a results-based monitoring system for public procurement in Uganda, 2008

Ms. Refsgaard was the team leader of a three-member team of consultants which assisted the design and pilot testing of a performance management system for the Public Procurement and Disposal of Public Assets Authority (PPDA) in Uganda. Tasks include review of existing performance data, development of relevant performance indicators, establishing a system for data collection, analysis and reporting of performance data, and conducting a pilot test of the system designed. The team also conducted training and competence development activities for relevant PPDA staff.

Danish Ministry of Foreign Affairs, Procurement capacity assessment and capacity development strategy to Bangladesh, 2009

The objective of the assignment was to assess of selected public institutions' capacity to carry out procurements for Danish-funded sector programmes in the sectors of agriculture, water and irrigation. Based on the assessment, the team, led by Ms. Refsgaard, designed a procurement capacity development plan aimed to enhance the fairness, effectiveness and value for money in procurements carried out for Danish funds. The assessment was carried out using the OECD-DAC JV for Procurement Methodology for Assessment of National Procurement Systems.

African Development Bank, Procurement M&E Training to African Development Bank, 2009

Through this consultancy Ms. Refsgaard provided training to Senior Executives of the African Development Bank on topics relating to public procurement reform and capacity development. Specific topics included public procurement and aid effectiveness; assessment of public procurement country systems; donors' use of country procurement systems; and monitoring and evaluation of project procurement. The assignment included design of training sessions, preparation of training materials, and facilitation of training sessions.

World Bank, Assessment of the procurement system in Bhutan for the World Bank piloting program on the 'Use of Country Procurement Systems', 2009

Ms. Refsgaard was asked by the World Bank to conduct an assessment of the public procurement system in Bhutan. The assessment included two steps: 1) Assessment of the national procurement system in Bhutan using the OECD-DAC Methodology; and 2) A review of the standard documents developed in Bhutan vis-a-vis those of the World Bank. The assessment led to a number of recommendations on the national procurement system could be further strengthened, with a view to enable the Bank to fully rely on the system for Bank-funded procurements.

African Development Bank, Development of an Anti-Corruption Strategy for Public Procurement in Tanzania, 2008

The overall objective of the project was to fight corruption in public procurement in Tanzania by developing a coherent and applicable anti-corruption strategy. This was achieved through the identification of potential corruption risks in the procurement process in Tanzania, and these risks were targeted through identified measures to eliminate opportunities for corruption.

UNDP, Support to the UNDP Procurement Capacity Development Centre, 2008 - 2009

Ms. Refsgaard was leading a three-member team providing assistance to the newly established United Nations Procurement Capacity Development Centre (PCDC) in respect of identifying, collecting, designing, drafting and managing the content of the Centre's website. This was done with a view to promote the services offered by the Centre, and share information on procurement capacity development with partners and stakeholders of the Centre.

Danish Ministry of Foreign Affairs, Review of the Danish funded Africa Programme for Peace, 2008

Ms. Refsgaard formed part of a five member team reviewing the 248 mio. DDK support provided through the programme. Ms. Refsgaard participated in the role of capacity assessment expert, and was responsible for reviewing the level of individual, organisational and institutional capacity strengthening resulting from the Danish funded activities within the programme's beneficiary institutions.

Danish Ministry of Foreign Affairs, Support to assessment of the national procurement system in Tanzania, 2007

The objective of this assignment is to provide direct support to Tanzania's Public Procurement Regulatory Authority's (PPRA's) pilot testing of the OECD-DAC methodology for assessment of national procurement systems. Ms. Refsgaard contributed to the planning of the pilot exercise and the quantitative and qualitative data collection, including presentation during stakeholder workshops, development of questionnaires and guidelines, data aggregation and analysis, and reporting.

Danish Ministry of Foreign Affairs, Consultancy to support the Danish-funded Anti-Corruption Programme in Uganda, 2007 - 2009

As part of this consultancy, Ms. Refsgaard provided ongoing assistance to the Audit and Investigations Department of the Public Procurement and Disposal of Public Assets Authority (PPDA) in Uganda. Specifically, Ms. Refsgaard provided a review of the Audit Manual guiding public procurement audits in Uganda, and provided recommendations for changes.

UNDP, Procurement Capacity Assessment and Strategy Development in Malawi, 2007

With the objective of developing capacity for public procurement in Malawi, Ms. Refsgaard was Team Leader for a four member UNDP/Rambøll Management Consulting assessment team assisting the Office of the Director of Public Procurement (ODPP) to conduct a Procurement Capacity Assessment of Malawi's national procurement system. The assignment included the following tasks: (i) A review of key documents and tools of relevance to the procurement capacity assessment, based on which a customized assessment tool was developed for the assessment; (ii) An assessment of procurement capacity assets, needs and gaps in Malawi; (iii) Development of a tool for regular self assessment; (iv) Training of ODPP staff in how to apply the assessment tool; (v) Organizing and presenting the assessment result during stakeholder workshops; (vi) Drafting of a short-term and medium-term capacity development and system strengthening plan for the entire procurement area.

OECD-DAC, Case study of the approach adopted for the Procurement Capacity Assessment conducted in Malawi, 2007 - 2008

Ms. Refsgaard was asked by the OECD-DAC Joint Venture for Procurement to conduct a case study of the "Procurement Capacity Assessment" undertaken by the Government of Malawi in 2007. The case study explored the assessment from a methodological angle, looking primarily at the methodological steps taken and the results they generated as well as the interplay between the two core methodological tools applied for the assessment: The UNDP Approach to Procurement Capacity Assessment and the OECD-DAC Methodology for Assessment of National Procurement Systems. This was done with a view to uncovering best practices and lessons learnt from the Malawian experience. The case study was furthermore presented to the Joint Venture for Procurement during the Joint Venture meeting held in Arusha in May 2008.

OECD-DAC, Support to the OECD-DAC Joint Venture for Procurement, 2007 - 2008

Ms. Refsgaard formed part of a three-member team of consultants providing ad hoc support to the secretariat of the OECD-DAC Joint Venture for Procurement in relation to the development of the OECD-DAC Methodology for Assessment of National Country Procurement Systems. Ms. Refsgaard's assistance has so far included drafting of methodological guidance notes, participation as rapporteur in Joint Venture meetings, and development of questionnaires to collect experiences, best practices and lessons learnt from countries having applied the OECD-DAC assessment methodology.

EU Phare, Strengthening the National Institute of Administration and Regional Training Centres' capacity for developing a Corps of Professional Civil Servants in Romania, 2006 - 2007

The objective of the project is to support the civil service reform in Romania by developing the capacity of the main national and regional training centres for training of public servants. As part of the team of consultants, Ms. Refsgaard was responsible for assessing the training needs of staff within the National Institute of Administration (NIA) and Regional Training Centres (RTCs) with a view to designing long-term internships to six European counterpart institutions for 38 employees.

World Bank, Design of an Electronic Government Procurement Training Model, 2006 - 2007

In order to strengthen the World Bank's support to Governments of borrowing countries in their efforts to establish sound public procurement systems an online training model on electronic government procurement (e-GP) was developed. The project included design of the online e-GP training model as well as development and test-ing of pilot modules.

Danish Ministry of Foreign Affairs, Design of an e-learning course on procurement and aid effectiveness, 2007 - 2008

The consultants developed an e-learning course on procurement targeting programme staff of the nine bilateral donors in the Nordic+ Procurement Group. The aim of the course is to make development aid more effective by enhancing donors' procurement practices. The course consists of four core modules addressing a number of work situations in which programme staff need to make timely and effective procurement decisions, and provides a number of concrete tools, resources and reference points which the programme officer may use when doing so. Ms. Refsgaard was part of the two member core team designing and drafting all content of the course.

Danish Ministry of Foreign Affairs, E-learning Course on Anti-Corruption, 2006 - 2007

The project included design and facilitation of the participants' discussions in relation to an anti-corruption e-learning course previously developed by the consultants. Ms. Refsgaard contributes to the ongoing facilitation by commenting on the exercises submitted by the course participants.

Danish Ministry of Foreign Affairs, Assessment of the status on the implementation of the Danida Action Plan to Fight Corruption, 2006 - 2007

Based on selected Danish embassies' and multilateral representations' self-assessments, a qualitative assessment of the status of the embassies' implementation of the DANIDA Action Plan to Fight Corruption was carried out. The assessment formed part of the Danish Ministry of Foreign Affairs' Annual Performance Report 2006.

Danish State Employers Authority, Good practice analysis of how to measure and remunerate human resource management in Danish government institutions, 2005 - 2006

In this project, good examples of how to measure and remunerate human resource management in Danish government institutions were identified and analysed in order to map good methods used to measure human resource management, and good ways to remunerate public managers for their good HR management skills. The project resulted in a number of conferences for public managers, and an inspiration catalogue targeted governmental institutions.

Danish Government's Committee on Lifelong Education for All, Mapping of the private supply of continuous training, 2005

This mapping was based on a nationwide survey of all private suppliers of continuous training in Denmark with the objective of mapping the scope, nature and contents of the supply, and the types of clients and trainees which different suppliers attract.

Danish National Board of Social Services, Evaluation of the Danish Law on Accompaniment for Disabled People, 2005 - 2006

Through four nationwide surveys and qualitative interviews with authorities, users, relatives, and companions, this evaluation mapped the relevance, efficiency and effectiveness of the law, and the attitudes to the law by its key stakeholders. Furthermore, the project presented a number of recommendations for future improvement of the legislation.

The Construction Industry's Committee on Continuing Education, Assessment of the re-training needs among technicians in the construction industry, 2005

The assessment had two main objectives: To review the re-training needs among technicians in the Danish construction industry, and to assess the extent to which the existing supply matched the identified needs. The project formed the basis for a redesigning of the state supplied training courses and curricula towards technicians.

Danish National Board of Social Services, Evaluation of day- and activity services for younger people with dementia, 2004 - 2006

The objective of the assignment was to evaluate the pool of day- and activity services offered to younger people with dementia by the Danish Ministry of Social Affairs. The evaluation was mainly based on qualitative methods, including interviews with professionals and users in the field.

Danish Ministry of Science, Technology and Innovation, Study of Denmark's ability to attract highly skilled labour from abroad, 2004

This study was based on interviews with highly skilled professionals in and outside Denmark. The study included analyses of Denmark's potential for attracting highly skilled professionals from six strategically selected countries (Poland, Latvia, Sweden, Germany, Singapore og China).

National Agency for Enterprise and Housing, Review of best practices in recruitment and retention of foreign highly skilled labour, 2003 - 2004

The study mapped existing best practices with regards to recruitment and retention of foreign highly skilled labour. The study led to a number of key lessons which were made available to Danish public and private sector organisations.

Danish State Employers Authority, Female leadership in public administration, 2001 - 2002

The objective of this analysis was to identify and map existing barriers as to why fewer women than men become managers in the public administration in Denmark. For the purpose of the project, seven work places within the Danish public administration were reviewed, and a number of interviews with male and female civil servants at different career levels were interviewed.

Positions of trust

Board member, Rambøll Management Consulting A/S (Denmark)

Publications

Understanding democratic consolidation: Explaining democratic norms, beliefs and behaviour in Mongolia and beyond, Refsgaard, Marie Louise, Department of Political Science, University of Copenhagen, -, 2005

The role of development institutions in development failure: The case of the Albanian mass privatisation programme 1995-1997, Refsgaard, Marie Louise, Development Studies Committee, University of Cambridge, -, 2004

Procurement Capacity Development: - From Theory to Practice, in: Best Practices in Public Procurement: Proceedings of the 3rd International Public Procurement Conference, Refsgaard, Marie Louise and Kirsten Ejlskov-Jensen, PrAcademics Press, 0-9668864-4-5, 2008

Courses

Systemic Understanding of Organisations, ATTRACTOR, 2008

Introduction to Performance Management, Rambøll Management Consulting, 2007

Change Management Training Conference, Rambøll Management Consulting, 2006

Certifications

Rambøll Management Evaluation Education, Rambøll Management Consulting, Copenhagen (Denmark), 2009

Certificate in Comparative Government of Central and Eastern Europe, University of Economics, Prague (Czech Republic), 1999