



Contact Details: Development Associates ApS, Kompagnistræde 37 1st floor, DK - 1208 Copenhagen K, Denmark; Email: Jakob.grosen@devas.dk; Phone/mobile: +45 2845 2330. Website: www.devas.dk.

- 1. Surname:** Grosen
2. Name: Jakob
3. Date of birth: 11 March 1952
4. Nationality: Danish
5. Civil status: Married

- 6. Education:** M.Sc. in Economics

<i>Institutions</i>	University of Copenhagen, Institute of Economics
<i>Date (from-to)</i>	1970 – 77
<i>Degree(s) or diploma(s)</i>	M.Sc. in Economics (cand.polit) – specialised in development economics

- 7. Language skills: (Mark 1 to 5 for competence, where 5 is the highest)**

<i>Language</i>	<i>Passive</i>	<i>Spoken</i>	<i>Written</i>
Danish	Mother tongue	Mother tongue	Mother tongue
English	5	5	5
Spanish	4	3	3
French	3	2	2

- 8. Other skills:** Computer literate, - in excel, word, and power point

- 9. Present position:** Senior Associate/Chief Economist of Development Associates ApS

- 10. Years within the company:** Since 1999 when the company was established

- 11. Key qualifications:**

Through education as well as through professional experience, Mr. Grosen has specialised as a development economist with special emphasis on sector planning and project analysis within the natural resources sectors and the environment, and private sector development

including SME development and rural and micro finance. Professional experience includes project and sector programme planning/design and monitoring in Asia, Africa, Latin America, and Eastern Europe, macro-economic studies and studies related to Structural Adjustment Programmes, and private sector and SME development. Mr. Grosen has participated in or led a number project, country programme, thematic and corporate evaluations and facilitated preparation and design of numerous projects and sector programmes. He has project management experience from several project director positions and from long-term assignments in Nepal, Tanzania and Costa Rica. Mr. Grosen has obtained general management experience through serving in the Danish civil service and as a director of Carl Bro Management, Development Associates and a non-executive director of Oxford Policy Management Ltd.

13. Specific experience (in non-EU member countries):

<i>Country</i>	<i>Date</i>	<i>Name and brief description of the project</i>
<i>Contracts for Development Associates and direct individual contracts, 1999 –</i>		
Africa	2018	Preparation of Project Document on an additional Danish capital contribution to the African Guarantee Fund for SMEs. The capital contribution is designed as blended finance of the Danish government (Danida) and the Danish Development Finance Institution (IFU)
Cambodia	2017	Economist on the IFAD Country Programme and Strategy Evaluation, with responsibility for evaluating the loan portfolio (nine investment projects)
South East Europe	2016 - 2017	Served as team leader in the Danida Review of the European Fund for South East Europe (EFSE) assessing the performance of the Fund and possible options for exit of the Danish Government as C-shareholder in the Fund. (Mission to Frankfurt and Sarajevo)
East Africa (Kenya, Uganda, Somalia)	2016 - 2017	Quality Manager and Auditor for the 3-year Danida-financed programme: "Pilot Initiative to Support Civil Society in the Global South (East Africa)". The programme promotes demand-driven capacity development of local CSOs through facilitation of partnerships with national and international NGOs. Danida has contracted implementation to the joint venture of Orgut & Development Associates. Tasks include assessment of progress and results, staff performance, process manuals, quality of products, etc.
Uganda	2016	Danida Mid-Term Review of the U-Growth II Programme, comprising support for agribusiness development, regional trade, and socio-economic development in Northern Uganda. Special responsibilities included assessment of results as well as institutional and financial issues of the Agribusiness Initiative (aBi) Trust and aBi Finance Ltd, and the Uganda operation of TradeMark East Africa
Global	2015	Consultant on a Danida Review of the Danish Climate Investment Fund (DCIF), which is co-investing with private companies in mitigation and adaptation interventions in DAC countries, however mainly in renewable energy and energy efficiency. DCIF was established in 2014 with government and private funds totalling around \$200 million and is managed by the Danish Development Finance Institution, IFU. The purpose of this inception review was to assess progress and need for design modifications.

<i>Country</i>	<i>Date</i>	<i>Name and brief description of the project</i>
Central America	2015	Economist on a Mid-Term Review of Danida's Regional Environmental Programme, Pro-Ambiente. Special responsibility for reviewing the support for promoting eco-enterprises
Global	2015	Appraisal of a proposal to establish a Danish Agribusiness Fund with contributions from the Danish Government, the Danish Investment Fund for Developing Countries, and private institutional investors. The targeted capital of the Fund is DKK 900 million (about USD 140 million).
Tanzania	2014	IFAD Country Programme Evaluation. – Responsible for evaluation of the loan portfolio.
Bolivia	2014	Formulation and design for Danida/Danish Embassy of a Competitive Innovation Fund providing support for demonstrations of innovations in the NRM sectors which have potential contributions to inclusive economic growth and at the same time to environmental sustainability. Two missions, April and November 2014
China	2013	“Lecturer” in an IFAD-organised joint learning event training officials from the Ministries of Agriculture and Finance of the Government of China in monitoring and evaluation methodologies
China	2013-2014	Consultant Team Leader for the International Fund for Agricultural Development (IFAD), managing a consultant team for a Country Programme Evaluation (CPE) and preparing the CPE report which analyses the IFAD-China partnership during 1999-2013 and provides recommendations for future strategic directions considering China's graduation from upper middle-income country to high income country.
Moldova	2013	Consultant on value chain and marketing development as well as support for rural infrastructure on the IFAD Country Programme Evaluation. Worked with the Ministry of Agriculture and Food Industry
Uganda	2012	Formulation of a proposal on Danish support (US\$45 million) to the Agribusiness Initiative Trust (aBi Trust) and the Agricultural Loan Guarantee Company (ALGC). The aim of the support is to enhance the competitiveness, and the employment and income generation of agricultural value chains comprising farmer organisations and MSMEs. (single consultant).
Tanzania	2012	Strategic Review of the PASS Trust, which provides loan guarantees and business development services for development of commercial farming and agribusiness MSMEs. The Strategic Review informed the formulation of the Business Plan and the future Danish support. (single consultant)
Nepal	2012 – 2013	Consultant Team Leader for the evaluation of IFAD's country programme in Nepal, including strategies for rural poverty reduction. The evaluation provides an input to the next cooperation strategy.
Nicaragua	2011-12	Economist for Danida to identify options for the future ownership of credit funds under the Danish Agricultural Sector Programme Support (PASA)

Country	Date	Name and brief description of the project
Honduras and Guatemala	2011-12	Research contract with the Danish Ministry of Foreign Affairs on extracting lessons from a Danish programme promoting environmentally friendly SMEs and agribusinesses in agricultural value chains and clusters (contributed in 2006/07 to the appraisal and re-design of the support for “eco-empresas” under the regional Danish environmental programme, PREMACA. The programme has received several rewards). A publication on Green Growth in Practice was produced. http://um.dk/en/~media/UM/English-site/Documents/Danida/Partners/Research-Org/Research-studies/Green Growth in Praksis 2012.jpg
Uganda	2011-2012	Consultant Team Leader for the evaluation of IFAD’s country programme in Uganda, including strategies for rural poverty reduction. The evaluation provides an input to the next cooperation strategy.
East African Community	2011	Process Consultant/Team Leader for formulation of Danish support to economic integration in East Africa comprising support for the EAC Partnership Fund, TradeMark East Africa, and the private sector
Rwanda	2010-2011	Consultant Team Leader for an IFAD Country Programme Evaluation assessing the cooperation between IFAD and Rwanda during 2000-2010 - as an input to formulating the next cooperation strategy
Tanzania	2010	Consultant Team Leader for an IFAD Interim Evaluation of the Rural Financial Services Programme and the Agricultural Marketing Systems Development Programme
Uganda	2010	Chief Economist in a joint technical assessment and a Danida appraisal of support for agricultural research and advisory services under the World Bank Agricultural Technology and Agribusiness Advisory Services (ATAAS)
Nicaragua	2009	Design Coordinator for the identification of Danish support for private sector development, comprising micro and rural finance, agricultural value chains, municipal transport infrastructure, and business development services
Africa	2009-2011	Chief Economist on Country Feasibility Studies related to establishment of the African Guarantee Fund (AGF) for SMEs, commissioned by the African Development Bank and the Danish Ministry of Foreign Affairs
Africa	2009	Chief Economist in a team contracted to formulate a Framework Proposal on establishment of a Trust Fund (with an initial Danish contribution of USD 10 million) for Integrated Land and Water Management for Adaptation to Climate Variability and Change (ILWAC)
Africa	2008	Inputs to the Africa Commission launched by the Danish Prime Minister. The work was related to improving the access of African SMEs to term finance for capital investments, presenting proposals for mobilising African long-term funds (e.g. pension funds) for financing investments of SMEs and commercial farmers
Mozambique	2008-2009	Consultant Team Leader for an IFAD Country Programme Evaluation evaluating the cooperation strategy, portfolio, and policy dialogue related to strategies for agriculture and rural development
Global	2008	Review of and comments on IFAD’s new evaluation manual
The Sudan	2008	Peer reviewer of and contributor to the IFAD Country Programme Evaluation Report
Ghana	2008 – 2009	Chief consultant facilitating the identification and formulation of a second phase of the Danish-financed Business Sector Programme Support (USD 80 million)

<i>Country</i>	<i>Date</i>	<i>Name and brief description of the project</i>
Ethiopia	2007-2008	Consultant Team Leader of an IFAD Country Programme Evaluation, analysing the performance of the loan portfolio and policy dialogue and knowledge management
Tanzania	2007	Economist on the Annual Review of the Danida Agricultural Sector Programme Support
Tanzania	2007	Team Leader facilitating the process of formulating the third phase of Danish Business Sector Programme Support (USD 90 million). Responsible for drafting the documentation (4 volumes)
Central America	2006	Economist reviewing Danida support for eco-enterprises in Guatemala and appraising a proposal on future Danida support for eco-enterprises in Honduras
Mozambique	2006	Economist for the Inception Review of Danida's Agricultural Sector Programme Support
Global	2006-2007	Core team member for the evaluation of IFAD's Field Presence Pilot Programme establishing local representatives in selected countries
Vietnam	2006	Economist on the Annual Review of Danida's Agricultural Sector Programme Support for Vietnam
Asia and the Pacific	2005- 2006	IFAD (Rome, India, the Philippines and Thailand): Core member in the Evaluation of the Regional Strategy (EVEREST) for Asia and the Pacific. Responsible for working papers on India and the Philippines, and analyses of the "Organisation, Resources and Capacity of the Asia Division", and "Policy Dialogue and Partnerships".
Mozambique	2005	Economist/institutional development specialist on a Danida appraisal of the second phase of the Agricultural Sector Programme Support
Mozambique	2005-2006	Team Leader of the Completion Evaluation of the IFAD-assisted Niassa Agricultural Development Project (NADP)
Vietnam	2005	Team Leader on a review of two Danish environmental projects, one related to environmental reporting and the other to marine protected areas.
Global	2005	Team Leader of a Danida Study of the Scope for a Global and Central Guarantee Scheme for Microfinance. Assessed the need and justification and prepared a proposal on the modalities and organisational set-up for a global Danish scheme.
Kosovo	2004	Assistant Team Leader on identification of Danish support for private sector development
Mozambique	2004	Finalisation of the documents on Danish Environmental Programme Support
Mozambique	2004	Institutional Development Specialist/Assistant Team Leader on an Appraisal of Danish Environmental Programme Support
Vietnam	2004	Team Leader for formulation of Danish budget support for Vietnam, linked to Government's Comprehensive Poverty Reduction and Growth Strategy and the World Bank's PRSCs.
Vietnam	2004	Agricultural Economist on the Annual Review of the Danida financed Agricultural Sector Programme Support
Vietnam	2004	Financial Analyst on a Nordeco team doing a technical review of two Danish financed environmental projects, viz. "Forest Protection and Watershed Management in Nghe An Province" and "Biodiversity Conservation in the North Truong Son Mountain Range in Ha Tinh Province"
Tanzania	2004	Team Leader for a technical review of the Danida financed District Agricultural Development Support
Uganda	2004	Formulation Terms of Reference for a joint government/ donor evaluation of the Plan for Modernisation of Agriculture

<i>Country</i>	<i>Date</i>	<i>Name and brief description of the project</i>
Nepal	2003	Process Consultant and Team Leader facilitating the identification and formulation of the second phase of Danida's Natural Resource Management Sector Assistance Programme (NARMSAP II) which is primarily focusing on Community Forestry and Watershed Management and Soil Conservation. Prepared a first draft of the incomplete Programme Document.
Nicaragua	2002 – 2003	Team Leader for identification and formulation of the second phase of Danida's Agricultural Sector Programme Support (PASA II) comprising support of agricultural technology development and transfer, regulatory services, microfinance and a loan guarantee scheme to induce bank financing of agriculture and agribusiness.
Tanzania	2002	Team Leader for identification and formulation of the second phase of Danida's Agricultural Sector Programme Support comprising support for policy and regulatory reforms, district agricultural development, on-farm seed production and private agricultural sector development.
Tanzania	2002	Agricultural Sector Economist on the Annual Review of Danida's Agricultural Sector Programme Support, Phase I
Tanzania	2001 – 2002	Leading a team to evaluate IFAD's Country Programme including the strategies for rural poverty reduction.
Nepal	2001	Institutional Development Specialist on a mission to explore the possibilities of establishing a Rural Energy Fund to support investments in renewable energy.
Vietnam	2001	Team Leader on a Seed Industry Policy Study designed to assist the Government with clarifying its policies and strategies for the seed sector, including the role, status and ownership of the State-Owned Enterprises and MSMEs, and the criteria and modalities for Danida support to the seed industry.
Nepal	2000 – 2001	Team Leader for a Task Force established by government and donors to undertake a Joint Technical Review of community forestry with the view of developing a strategy for community forestry.
Uganda	2000	Agricultural Economist on a Functional Analysis of the Ministry of Agriculture, Animal Industries and Fisheries (MAAIF) aimed at assisting MAAIF with translating assigned roles and functions into concrete outputs, activities and budgets, using the results for resource prioritisation, restructuring considerations and staff development.
Zambia	2000	Institutional Development Specialist on a pre-appraisal of proposed Danida support for the Technical Education, Vocational and Entrepreneurship Training sub-sector.
Uganda	1999	Peer Reviewer of papers on the institutional development issues of Government's Plan for Modernisation of Agriculture (PMA) presented at DFID Conference in London. PMA is government's multi-sector strategy for modernising agriculture.
Vietnam	1999	Team Leader with responsibility for preparing and negotiating the Vietnamese-Danish sector programme co-operation in agriculture. The Danish contribution is some US \$ 60 million and covers Integrated Pest Management, Post Harvest Handling, Small Livestock, Seed, and Rural Credit.
Uganda	1999	Institutional Development Specialist on an identification/preparation mission on institutional reform and development of the Ministry of Agriculture, Animal Industry and Fisheries.
Nepal	1999	Team Leader on an Appraisal cum Component Formulation Mission on Danida support to Community Forestry previously supported by the World Bank.

<i>Country</i>	<i>Date</i>	<i>Name and brief description of the project</i>
India	1999	Team Leader and Economist/Institutional Expert on a Review of the Danida assisted Comprehensive Watershed Development Projects in Tamil Nadu.
<i>Contracts for Carl Bro Group, 1987 – 1998:</i>		
Nepal	1998	Economist/institutional development specialist on an annual Danida/HMG review of the Natural Resource Management Sector Assistance Programme (NARMSAP) which includes support to community forestry and soil conservation and watershed management.
Uganda	1998	On behalf of Danida, participated in and contributed to a workshop on the Plan for Modernisation of Agriculture
Eritrea	1997	Agricultural economist in the annual joint review of Danida's sector programme assistance for agriculture.
Tanzania	1996	Team Leader on an Appraisal Mission to appraise and reformulate Danida's Agricultural Sector Programme Support.
Uganda	1996	Team Leader on a mission to identify and negotiate Danida's participation in the World Bank prepared Agricultural Sector Management Project.
Global	1995 – 1996	Assisted Danida with preparing a Danida Global Policy Guideline on assistance to Agriculture. Team Leader for formulation of the Guideline and Editor of the "blue book".
Costa Rica	1993 – 1995	Country Coordinator (stationed in Costa Rica with frequent travel to Honduras) in the Small Enterprise Credit Programme financed by Danida, managed by CABEL at second floor and by national NGOs at first floor. The programme comprised a credit line and a technical assistance component directed towards small scale manufacturing enterprises. Assisted with the setting up the modalities; the management of the programme; the selection of NGOs, including development of selection and eligibility criteria; and the organisation of technical assistance from local service providers.
Vietnam	1993	Economist in a World Bank mission on Rural and Household Energy to develop strategies and identify investment opportunities. Assessment of the impact of economic growth and socio-economic transformation on the level and composition of rural and household energy consumption and demand.
Uganda	1991 – 1992	Project Director for preparation of two Master Plans detailing government's strategies for the dairy industry and grain marketing, viz. (i) a Master Plan for the dairy sector including a dairy sector policy and an investment programme; and (ii) a Master Plan and Investment Programme for the grain marketing sector including plans for divestiture of marketing parastatals
Global	1991	Assisted Danida with preparation of a global Danida strategy for assistance to the dairy sector
Global	1991	Assisted the Economic and Social Committee of the EC with drafting its paper on: "Structural Adjustment - Its Economic, Social and Regional Dimensions, and the Role of Economic and Social Interest Groups" for discussion at an EC/ACP Conference.
Thailand	1990 – 1991	Team Leader for a study of the dairy sector, its development options, and the role and organisation of the parastatal Dairy Farming Promotion Organisation and the Department of Livestock Development.
Nepal	1989 – 1991	Team Leader for preparation of a 10-year Dairy Development Plan. The plan includes organisational and locational strategies, plans for development of government support services to dairy farmers, strategies and investment plans for development of private and public sector processing and marketing, and price and import policies.

Country	Date	Name and brief description of the project
Tanzania	1989	Chief Economist on the Appraisal of Danish assistance to the cooperatives including recommendations on political and institutional changes required for the development of viable cooperatives.
Bhutan	1989	Economist on Tariff Review; preparation of a proposal on introduction of tariffs to meet the costs of new sewerage systems for Thimpu and Gaylegphug, financed by the Danida and the Asian Development Bank.
Thailand	1988	Feasibility study of capital and technical assistance projects in the dairy sector proposed for Danish funding.
Sri Lanka	1988	Economist on a mission planning a telecommunication reconstruction programme for the northern and eastern parts of Sri Lanka, considered funded by the World Bank and Danida. - Responsible for demand projections.
Mozambique	1988	Leading a mission to appraise a proposal on rehabilitation and extension of the Inhambane Power Station
Malawi	1988	Economist on a mission to appraise Danida assistance for a rural electrification project.
Kenya	1988	Team Leader for a mission to prepare a Danish balance of payments and import support programme, in support of the Agricultural and Industrial Structural Adjustment Operations (ASAO & ISAO).
China	1987 – 1988	Development Economist/Financial Analyst on two missions for the appraisal of six investment projects within the industrial and agro-industrial sectors.
Kenya	1987	Economist on a mission to appraise the second phase of the Public Telephone Project funded by Danida.
Somalia	1987	Economist on a mission to assess the feasibility of a proposed rehabilitation of the power supply for the towns of Berbera and Merka.
Botswana	1987	Economist to assess the feasibility of various project proposals concerning pump electrification and rural electrification.

14. Professional experience:

Date	2018 -
Location	Vera, Almería, Spain
Company	Development Associates ApS
Position	Senior Associate

Date	January 1999 - 2017
Location	Copenhagen, Denmark
Company	Development Associates (A/S (Ltd) later ApS)
Position	Partner/Chairman/Managing Director
Description	Co-owner and partner of the company. During parts of the period, served as chairman of the board. Leading teams doing planning and evaluation of development aid. Assuring the quality of services and products and participating in the management of the company.

Date	1995 – 1998
Location	Copenhagen, Glostrup, Denmark
Company	Carl Bro Management
Position	Director
Description	Served as director of Carl Bro Management (CBM), first a subsidiary limited liability company of the Carl Bro Group and later a division of Carl Bro International. Responsibility for the management and strategic development of the organisation. Project director/steering committee member for several large-scale and long-term technical assistance projects. - CBM was specialised in economics, human resource

	development and institutional development. At the time, CBM employed about 70 staff, macro and sector economists, development bankers and HRD/ID experts, and had an annual turnover of close to \$10 million.
--	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Date	1996 – 1998
Location	Oxford, England
Company	Oxford Policy Management Ltd. (OPM)
Position	Non Executive Director
Description	Participated on behalf of Carl Bro, then a minority shareholder, in the OPM Board. OPM was created during 1995/96 from the Food Studies Group of Queen Elizabeth House, Oxford University, and is today a leading international consultancy firm on macro and sector policies.

Date	1987 – 1995
Location	Denmark, except 1993 – 1995 where stationed for Carl Bro International in San José, Costa Rica
Company	Carl Bro International
Position	Initially, Development Economist, - later, Chief Economist
Description	Short-term consultancy assignments in developing countries, often as team leader, and during 1993 – 1995, project coordinator in Costa Rica.

Date	1985 – 1987
Location	Copenhagen, Denmark
Company	The Danish Ministry of Agriculture
Position	Head of Section
Description	Responsible for Danish agricultural relations with countries outside the EEC; promotion of agricultural and agro-industrial exports; and trade problems and their spill-over effects on CAP. Followed the OECD Trade Mandate Study.

Date	1983 – 1985
Location	Dar es Salaam, Tanzania
Company	Financed by Danish International Development Agency (Danida). Worked during 1983/84 in the Secretariat (in the Vice Presidents Office) for Implementation of the Structural Adjustment Programme (SAP), and during 1984 – 1985, in the Ministry of Agriculture and Livestock Development/Project Preparation Unit in the Project Preparation and Monitoring Bureau.
Position	Development Economist
Description	In the SAP Secretariat, the responsibilities included economic and institutional matters related to the agricultural part of SAP, especially preparation of "Export Crop Packages" for rehabilitation of the major export crops, through institutional and price reforms, credit schemes and investment programmes. In the Ministry of Agriculture, the responsibilities included follow-up work on the export crop packages such as preparation of project identification and appraisal reports. Delivered training in project preparation and feasibility studies for Tanzanian counterparts. - Served on behalf of the Government as member of the Joint (Government/World Bank) Task Force on Cotton Rehabilitation and participated in preparation of the Task Force Report.

Date	1982 – 1983
Location	Copenhagen, Denmark
Company	The Danish Ministry of Agriculture
Position	Head of Section
Description	Responsible for the EEC market regimes for special crops: vegetables, wine, tobacco, hops and agricultural ethanol. Preparation of background papers and recommendations. Participation in EEC management committees and council groups dealing with the development and administration of the market regimes for these products.

Date	1978 – 1981
------	-------------

Location	Kathmandu, Nepal
Company	United Nations Development Programme
Position	Junior Professional Officer
Description	Responsible for the preparation of sector papers, identification and finalisation of project proposals within agriculture, forestry and in-land fisheries. Project evaluation and budget monitoring of UNDP and joint UNDP/World Bank projects.

Date	1977 – 1978
Location	Copenhagen, Denmark
Company	The Danish Ministry of Foreign Affairs, Danida
Position	Head of Section
Description	Responsible for matters related to the Lomé Convention and promotion of export from developing countries (bilateral, EEC and ITC/UNCTAD/GATT support). Evaluated proposals on Danish funding of ITC executed projects. Prepared background papers and recommendations regarding the EEC development policy and projects financed by the European Development Fund (EDF). Alternate member of the EDF Committee. Participated in the “review mission” of the EDF Committee to Madagascar, Mauritius, and Kenya.

Others:

Courses: Executive Training Programme for Experienced Managers, 1996 – 97, organized by Right, Kjaer & Kjerulf