

CURRICULUM VITAE

Name	Julian Brett
Nationality	British
Date of Birth	29.05.1962
Residence	Denmark
Present Position	Senior Consultant at Tana Copenhagen
Specialisations	Stabilisation, Governance, Peace and Security, Sustainable Development Goals, Programme Design, Evaluation, and Political Analysis

EDUCATION

1980-1984	BA (Hons) International Relations, University of Keele, UK Specialisations in the Causes of War and Human Rights
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Key Qualifications

- Over 25 years' experience of governance, peace & security, human rights issues in stable and fragile states for a wide range of clients. Previously defence policy official for UK Government.
- Assignments cover the entire project cycle, incl. policy support, programme design, process support, review and evaluation.
- 25+ programme identification, formulation and appraisal assignments, 25+ evaluations and reviews.
- Strong practitioner of evaluation techniques, results-based management (incl. theory of change), and participatory approaches to data collection, analysis and training.
- Design and operation of donor co-ordination mechanisms and stakeholder consultation in relation to improving the effectiveness of development aid.
- Extensive experience in working with international and regional organisations, NGOs and civil society.

LANGUAGES

	Reading	Speaking	Writing
English	Excellent	Mother Tongue	Excellent
Danish	Good	Good	Fair

Employment Record

2011 – Present	Senior Consultant, Tana Copenhagen, ApS, Denmark
2004 – 2011	Senior Consultant, COWI Consulting Engineers and Planners A/S, Denmark
2001 – 2002	Researcher, Danish Institute for International Affairs (DUPI), Denmark
2001 – 2003	Consultant, T&B Consult A/S, Copenhagen, Denmark
1997 – 2001	Head of Section, Department for Co-operation with Central & Eastern Europe, Ministry of Defence, Denmark
1995 - 1997	Senior Executive Officer, Secretariat for Air Force Resources and Programmes, Ministry of Defence, United Kingdom
1992 – 1995	Civil Adviser, British Military Advisory and Training Team (BMATT), Government of Namibia/ UK Ministry of Defence
1986 – 1992	Various head office policy divisions, Ministry of Defence, United Kingdom

Countries Worked in: Afghanistan, Azerbaijan, Bangladesh, Belarus, Benin, Bosnia-Herzegovina, Botswana, Burkina Faso, Denmark, Djibouti, Estonia, Ethiopia, France, Iraq, Jordan, Kosovo, Ghana, Kenya, Kyrgyzstan, Indonesia, Latvia, Lebanon, Lithuania, Moldova, Mozambique, Namibia, Nepal, Nigeria, Pakistan, Poland, Romania, Rwanda, Serbia, Somalia, South Sudan, South Africa, Sudan, Sweden, Tajikistan, Tanzania, Turkey, Ukraine, Uganda, United Kingdom, United States, Zambia, Zimbabwe.

Professional experience

Date	Location	Client	Position	Description
Programme formulations & appraisals, evaluations & reviews, studies & analyses, programme management, capacity building & process support and defence sector career				
02/2020	Turkey	TA for EU ROM in Turkey - III Anne Martin amartin@eptisa.com	Team Leader/ Trainer	Communicating Theory of Change Workshop Delivery of training workshop on Results Base Management and Theory of Change for senior Turkish civil servants at part of EU technical support to results orientated monitoring (ROM). Assignment involved training needs analysis, preparation and delivery of training material, workshop evaluation and reporting.
10/2019 – 11/2019	Ethiopia	Danish Embassy in Addis Ababa Jonas Helth Lønborg jonlon@um.dk	Peace and security expert	Appraisal of the support to the Implementation of Women Peace and Security Agenda by the African Union. Independent assessment for the Danish Embassy of the design and documentation of the envisaged Danish support to the implementation of the WPS Agenda by the African Union. <i>Activities performed:</i> <ul style="list-style-type: none"> - Desk research - Key informant interviews in Addis Ababa - Dialogue with Danish Embassy - Preparation and presentation of appraisal report - Post appraisal support to Embassy relating to finalisation of project documentation
9/2019 – on-going	Denmark	Danish Representation in Ramallah Cecilie Fenger Michaelsen cecmic@um.dk	Programming expert	Support concerning development of a joint operational and policy note for the Danish support to Palestine. Prepared development assistance components of the joint operational note that will be used as basis for future Danish support to Palestine, including within the areas of local governance, human rights, livelihoods, and humanitarian support. <i>Activities performed:</i> <ul style="list-style-type: none"> - Desk research - Dialogue with Danish representation and Danish MFA - Preparation of development aspects of the joint note
08/2019 – 03/2020	Denmark	Global Affairs Canada David.Heath@international.gc.ca	Team leader	Review of Findings from European Evaluations of Counter Terrorism Capacity Building Programs. Literature review of open source evaluations of counter terrorism capacity building programmes implemented by selected European countries within technical areas of interest to Global Affairs Canada.
01/2019, 08/2019 & 01/2020	Denmark	Danida Fellowship Centre Anders Bingen akb@tanacph.com	Trainer	Senior Leadership Change Management (SLCM) course, August/September 2019. Design and facilitation of training sessions on (a) Development assistance trends, SDGs etc, (b) Peace, security and strong institutions, (c) migration and economic growth, (d) public sector reform. Counsellor support in relation to students Action Plans whereby they develop change management initiatives for their organisations. 18 middle level management students from Ghana, Mexico, Vietnam, Malawi, South Africa, Brazil, Kenya. <i>Activities performed:</i> <ul style="list-style-type: none"> - Development of training material - Facilitation of training sessions - Counsellor support on change management action plans
5/2019	Ukraine	Danish MFA Bjørn Blau bjobla@um.dk	Team leader	Mid Term Review of Civil Society for Enhanced Democracy and Human Rights (CSDR) in Ukraine. Review of the progress being achieved in UNDP's programme supporting capacity development of civil society in Ukraine through its support to the development of a CSO "hub" network at regional and sub-regional levels throughout the country. Review of results, risks management, theory of change assumptions, capacity development, sustainability etc. <i>Activities performed:</i> <ul style="list-style-type: none"> - Team leadership - Development of methodology and desk study - Field work in Kyiv, Lutsk and Lviv –consultation with UNDP, donors, Government officials and CSOs - Analysis of results against results framework and theory of change, risks

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				– <i>Preparation and presentation of review report.</i>
3/2019	Denmark	Danish Embassy in Addis Ababa Mads Ettrup, madset@um.dk	Programming expert	Preparation of a Development Engagement Document on Resilience for refugees and host communities. This desk based assignment involved the drafting of an engagement document drawn from WFP's project documentation for DKK 100 million support over four years to strengthen the resilience and self-reliance of refugees in Ethiopia and their host communities. The engagement forms part of the Danish Country Programme for Ethiopia. <i>Activities performed:</i> <ul style="list-style-type: none">– <i>Study of project documentation</i>– <i>Dialogue with WFP in Addis Ababa regarding results framework</i>– <i>Drafting of Development Engagement Document</i>
02/2019 – 06/2019	USA, Sweden	Folke Bernadotte Academy Christian.Altpetter@fba.se	Team Leader	Evaluation of FBA trainings in dialogue and mediation for UN DPA. The Folke Bernadotte Academy (FBA) is the Swedish government agency for peace, security and development. Since 2006, FBA in cooperation with the UN Department of Political Affairs (DPA) has conducted yearly trainings in dialogue and mediation for DPA staff. FBA and DPA would like to conduct a thorough assessment of the training in order to get a better understanding of its sustainability in terms of learning impact and to inform improvements to the training. <i>Activities performed:</i> <ul style="list-style-type: none">– <i>Team leadership</i>– <i>Development of methodology, Development of survey</i>– <i>Desk study</i>– <i>KII, FGDs, Skype interviews</i>– <i>Writing of inception and draft and final evaluation reports</i>
02/2019 & 02/2020	Denmark	Danida Fellowship Centre Anders Bingen akb@tanacph.com	Trainer	Financial Management and Good Governance (FMGG) course, February 2019. Design and facilitation of training sessions on (a) Development assistance trends, SDGs etc, (b) public financial management, (c) decentralisation. 20+ middle level management students from Ethiopia, Ghana, Mexico, Vietnam, Tanzania, Ghana. <i>Activities performed:</i> <ul style="list-style-type: none">– <i>Development of training material</i>– <i>Facilitation of training sessions</i>
07/2018 – 01/2019	Ghana, Nigeria	Danish Embassy in Accra, Peter Eilschow Olesen – petole@um.dk	Team leader	Formulation of Gulf of Guinea maritime security programme. Design of programme using ODA and non-ODA funds to support anti piracy and armed robbery at sea in Gulf of Guinea, primarily Ghana and Nigeria. Includes support to strategic and legal processes, dialogue, and operational (military) responses. <i>Activities performed:</i> <ul style="list-style-type: none">- <i>Leading team of resource persons from Danish MFA and Danish defence</i>- <i>Field work in Ghana and Nigeria, consultations with potential partners & other stakeholders</i>- <i>Consultations with Danish MFA and defence stakeholders</i>- <i>Draft programme documentation, including context analysis, justification & theory of change, HRBA, results, risks and management modalities.</i>- <i>Process support to UNODC, IMO and Danish MoD/Defence Command in production of project documents</i>
05/2018 – 01/2019	Bosnia and Herzegovina (and global)	Sida Åsa Wallton, asa.wallton@sida.se	Deputy Team Leader	Evaluation of Sida's Support to Peacebuilding in Conflict and Post-Conflict Contexts. Global longitudinal evaluation with the objective of the evaluating Sida's approach and support to peacebuilding on the strategic level in four countries in different post-conflict and conflict situations where Sida has a considerable engagement (Bosnia-Herzegovina, Guatemala, Rwanda and Somalia) over 25 years. <i>Activities performed included:</i> <ul style="list-style-type: none">- <i>Desk review</i>- <i>Interviews with key informants in Bosnia and Herzegovina</i>- <i>Dialogue with independent expert group</i>- <i>Meetings in Stockholm with Sida</i>- <i>Report writing and quality control, Presentation</i>
4/2018 – 8/2018	Ukraine	Danish MFA Darriann Riber darrib@um.dk	Stabilisation expert	Formulation of Ukraine Stabilisation Programme. Design of programme using ODA and non-ODA funds to support stabilisation needs in Eastern Ukraine. Includes two thematic programmes supporting (a) recovery and peacebuilding needs in Eastern Ukraine (via UNDP's RPP) and (b) Danish defence support to defence reform tasks in line with national and NATO plans and together with close allies. <i>Activities performed:</i> <ul style="list-style-type: none">- <i>Field work in Eastern Ukraine and Kyiv, consultations with potential</i>

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				<p><i>partners & other stakeholders</i></p> <ul style="list-style-type: none"> - Consultations with Danish MFA and defence stakeholders - Draft programme documentation, including context analysis, justification & theory of change, HRBA, results, risks and management modalities. - Process support to UNDP and Danish MoD/Defence Command in production of project documents
3/2018 – 5/2018	Ethiopia	Danish Embassy in Addis Ababa Åge Sandal Møller agesmo@um.dk	Governance expert	<p>Preparation of a thematic programme on governance as part of the Danish Country Programme for Ethiopia. The thematic programme describes and makes the case for Danish support to the governance and human rights areas in Ethiopia and has a particular focus on anti-corruption and human rights. The Danish funding is channelled through UNDP's Governance and Democratic Participation Programme (GDPP), which is closely linked to Ethiopian national plans and 11 key accountability institutions. <i>Activities performed included:</i></p> <ul style="list-style-type: none"> - Desk review of background documentation - Key informant interviews with Ethiopian and donor stakeholders - Facilitated dialogue with UNDP on strengthened results focus - Debriefing and consultation with Danish Embassy - Preparation and finalisation of draft programme documentation, including draft results framework and risk analysis
2/2018 – 3/2018	Denmark	Danish MFA Marie Pedersen Haug marhau@um.dk	Team leader	<p>Preparation of a concept note for Danish stabilisation support to Ukraine. The concept note provides the business case for future Danish stabilisation support to Ukraine, including to recovery and peacebuilding in Eastern Ukraine and Danish military support to defence reform in Ukraine. <i>Activities performed included:</i></p> <ul style="list-style-type: none"> - Desk review of background documentation - Facilitated dialogue with Danish MFA and MoD stakeholders - Concept note drafting and finalisation, including draft results framework and risk analysis
1/2018 – 4/2018	Sweden (Syria)	Kvinna till Kvinna alexandra.karlsdotter@kvinnatillkvinna.se	Team leader	<p>Evaluation of support to the Women's Advisory Committee. Kvinna till Kvinna has facilitated and provided technical support to the Women's Advisory Committee (WAC), which is a body of women experts attached to the Higher Negotiations Committee (HNC) representing the Syrian opposition at the Geneva Peace Talks hosted by the UN. The evaluation was tasked to assess the relevance, effectiveness and results from the support and provide input to Kvinna till Kvinna's future support options relating to the Syrian peace process. <i>Activities performed included:</i></p> <ul style="list-style-type: none"> - Desk review & production of an inception report - Key informant and focus group interviews Syrian opposition women representatives (in Stockholm) - Consultations with Kvinna till Kvinna staff and other stakeholders - Report writing & presentation - Final workshop facilitation on future strategy.
10/2017 – 1/2018	Kenya	Danish National Police (contact details withheld)	CVE Expert	<p>Review of the PREVENT project. PREVENT is an agency-to-agency cooperation between the Danish national police and law enforcement agencies in Kenya with the purpose to enhance Kenya's efforts to counter radicalisation and violent extremism (CVE). The assignment concerned identification and analysis of results, preconditions & good practice, and options for future cooperation. <i>Activities performed included:</i></p> <ul style="list-style-type: none"> - Desk review production of an inception report - Field work in Kenya. Key informant and focus group interviews with security & law enforcement actors. - Consultations with Danish LE actors - Debriefing with Danish Embassy & with Danish MFA - Report writing & presentation
8/2017- 11/2017	Jordan, Lebanon	Danish MFA Jens Haarlov jenhaa@um.dk	CVE expert	<p>Extension of the Danish CVE-Middle East Programme. The CVE-ME programme supports P/CVE activities (including strengthening rule of law in compliance with human rights, Strategic Communications, and AML/CFT) in Jordan, Iraq and Lebanon in partnership with national authorities and UN ODC. The assignment involved updating and strengthening the programme documentation. <i>Activities performed included:</i></p> <ul style="list-style-type: none"> - Desk review of relevant literature - Field mission in Jordan and Lebanon - Updating programme documents

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				- <i>Consultations with programme partners and stakeholders</i>
8/2017	Ukraine	EU ACI, Barbara James, barjam@ukrain-e-aci.com	M&E expert	M&E support to the EU Anti-Corruption Initiative. EUACI is the EU's support to Ukraine challenged through Danida. EU ACI has a project office in Kiev. The project covers support to most of the A-C institutions in Ukraine as well as civil society. The assignment was to assist EU ACI to strengthen its results based management, including its results framework. <i>Activities performed included:</i> <ul style="list-style-type: none"> - <i>Training on integrated RBM, ToC, indicators, M&E etc.</i> - <i>Mentoring support & QA to all ISS departments and offices as existing results frameworks were adjusted.</i>
3/2017 – 11/2017	Ethiopia, Djibouti, Nigeria	Danish Embassy in Addis Ababa Peter Lassen petlas@um.dk	Team Leader	Formulation of the fourth Phase of the Danish Africa programme for Peace (APP, IV). The APP is Denmark's flagship programme supporting conflict prevention and democratisation initiatives from the African Union, ECOWAS and IGAD. Phase IV has a specific focus on preventative diplomacy and crisis management and electoral support. It is expected to run between 2018 and 2021 with a budget of €26 M. <i>Activities performed included:</i> <ul style="list-style-type: none"> - <i>Team leadership and management</i> - <i>Desk study of available documentation, including lessons from previous phases.</i> - <i>Field work in Addis Ababa (AU and IGAD), Djibouti (IGAD) and Abuja (ECOWAS, WANEP).</i> - <i>Sparring with Embassy officials.</i> - <i>Drafting of all programme documentation in accordance with Danida guidelines and requirements.</i>
4/2017	Ethiopia	Institute for Security Studies (ISS) – Annette Lejenaar aleijenaar@issafrica.org	RBM expert	Support to development of results based planning in the African Union. The assignment provided capacity building to the inter-departmental task force on crisis management & post conflict reconstruction & development (CM PCRD) supporting the development of the CMPCRD five year work plan. The support was provided in conjunction with ISS through the Training for Peace (TfP) programme. <i>Activities performed included:</i> <ul style="list-style-type: none"> - <i>Training on integrated RBM, ToC, indicators, M&E etc.</i> - <i>Mentoring support & QA to AU staff to develop CMPCRD results frameworks</i>
2/2017 – 6/2017	Ghana, Tanzania, Uganda	Danish MFA Henrik Vistisen hevist@um.dk	RBM expert	Appraisal of the Building Stronger Universities (BSU) programme, Phase III . The BSU programme is a Danida initiative linking universities in the global South with a number of Danish Universities with the aim to strengthen the capacity of the Southern universities to undertake and disseminate relevant research. The appraisal concerned quality assurance of draft programme documentation that had been prepared jointly by the programme partners. <i>Activities performed included:</i> <ul style="list-style-type: none"> - <i>Desk study of programme documentation</i> - <i>Consultations with programme partners in Denmark and Africa (field work in Ghana, Tanzania and Uganda)</i> - <i>Assessment of the quality, relevance and appropriateness of the draft programme documentation</i> - <i>Development of recommendations for improvement</i> - <i>Report writing.</i>
1/2017- 3/2017	South Africa	Institute for Security Studies (ISS) - Ottilia Maunganidzi omaunganidze@issafrica.org	Programming expert	Development of new institutional results based framework. ISS is a leading think tank providing research and training on governance, peace and security issues in Africa. The assignment provided capacity building to selected ISS staff on RBM techniques (esp. theory of change) and their application to strengthen ISS' strategic plan. <i>Activities performed included:</i> <ul style="list-style-type: none"> - <i>Training on integrated RBM, ToC, indicators, M&E etc.</i> - <i>Mentoring support & QA to all ISS departments and offices as existing results frameworks were adjusted.</i>
10/2016 – 1/2017	Kosovo	Swiss Development Cooperation (SDC) Saranda Cana-Pruthi	Team leader	Mid Term Review of the Democratic Society Promotion (DSP) project, Phase II. DSP is a re-granting programme providing project and institutional grants to a wide variety of NGOs/CSOs in Kosovo that contribute to strengthen the basis for democracy, participatory and inclusive governance, and human rights. The programme is jointly funded by SDC and Danida and is implemented by the Kosovo Civil Society Foundation (KCSF). The MTR was intended to assess programme progress, identify emerging results, and propose recommendations for adjustments where required.

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		saranda.cana@eda.admin.ch		<p><i>Activities performed included:</i></p> <ul style="list-style-type: none"> - Team leadership, interaction with client - Desk study of documentation - Field work in Kosovo - Analysis of project results and lessons - Report writing and presentation.
8/2016 – 11/2017	Kenya, Somaliland	<p>Royal United Services Institute (RUSI)</p> <p>EC DEVCO</p> <p>Martine Zeuthan (RUSI) MartineZ@rusi.org</p> <p>Jesper Pedersen (DEVCO)</p>	Lead evaluator	<p>Evaluation of the Strengthening Resilience to Violent Extremism (STRIVE) project. STRIVE is an EU funded project that seeks to strengthen the understanding of Violent Extremism and possible ways to counter it (CVE). The project includes a variety of pilots projects and research activities with law enforcement and civil society actors, primarily in Kenya and Somaliland. The evaluation assesses the extent to which the project activities are contributing objectives, how learning from conducting pilot activities took place as well as producing findings that will contribute to the design, delivery and implementation of future CVE programmes.</p> <p><i>Activities performed included:</i></p> <ul style="list-style-type: none"> - Desk study of documentation - Inception Report - Field work in Kenya and Somaliland, interviews & focus group discussions - Analysis of project results and lessons - Assessment against international best practice - Report writing and presentation.
2016-2019	Belarus	<p>Danish MFA, Darriann Riber darrib@um.dk</p>	Monitoring consultant	<p>Monitoring of the programme strengthening inclusive local governance in Belarus, 2016-2019. The programme provides support to 1) enhancing the capacity of national, regional and district level civil servants to practice inclusive, participatory planning and implementation of development programmes and processes and 2) improved service delivery from local government bodies through involvement of citizens. The programme is implemented by UNDP. <i>Activities performed include:</i></p> <ul style="list-style-type: none"> - Review & assess progress reports, incl. financial - Support Danish MFA prior to steering committee meetings - Alert MFA to any changes in implementation, including risks - Dialogue with implementing partners - Undertake annual monitoring visits - Prepare case stories - Conduct an inception review & contribute to follow up.
2016 – 2019	Ukraine	<p>Danish MFA, Bjørn Blau bjobla@um.dk</p>	Monitoring consultant	<p>Monitoring of the Good Governance and Human Rights Programme in Ukraine, 2015-2018. The programme provides Danish support to (a) Criminal Justice Reform - led by Council of Europe; (b) anti-corruption – led by UNDP; and the Ombudsperson's Office – also led by UNDP. The assignment concerns monitoring of the interventions in these areas and supporting the overall programme management. <i>Activities performed:</i></p> <ul style="list-style-type: none"> - Commentary on annual progress reports from partners - Preparation of an annual programme report - Contribute to annual Joint Coordination meetings - Annual monitoring missions - Contribute to mid term review - Provide an end of programme report - Ad hoc advice to MFA and partners as needed.
4/2016 – 7/2017	Ethiopia, Nigeria	<p>Danish MFA René Taus Hansen renhan@um.dk</p>	Lead consultant	<p>Mid Term Review of Africa Programme for Peace (APP), Phase III. Mid Term Review of APP III, which is the principal support channel for Danish assistance to the AU, IGAD, ECOWAS and other African institutions relating to peace and security. The review assessed the overall performance of the current phase of the programme against its objectives, need for adjustment, disbursements, and quality aspects. A second delivery concerned initial scoping for a possible fourth phase of the programme. <i>Activities performed:</i></p> <ul style="list-style-type: none"> - Lead consultant (managing inputs from one other consultant and support to MFA team leader) - Field work in Addis Ababa and Abuja, consultations with programme partners & other stakeholders - Consultations with Danish MFA stakeholders - Assessment of programme progress - Initial scoping for Phase IV - Report writing and presentation.

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1/2016 – 9/2016	Turkey, Iraq	Danish MFA Mathias Vaa (MENA) matvaa@um.dk	Lead consultant	Formulation of regional stabilisation programme for Syria and Iraq. Design of regional programme using ODA and non-ODA funds to support stabilisation needs in Syria and Iraq, including regional approaches where feasible. Included consideration of new and existing programmes with multilateral and bilateral partners, including existing Danish support, that support moderate Syrian opposition actors, the Iraqi government and moderate Iraqi actors. Activities performed: <ul style="list-style-type: none"> - Lead consultant (managing inputs from two other consultants and support to MFA team leader) - Field work in Turkey and Iraq, consultations with potential partners & other stakeholders - Consultations with Danish MFA and defence stakeholders - Draft concept note and annexes - Draft programme documentation - Process support to partners in production of project documents
2015 - 2016	Denmark (Somalia)	Altai Consulting Matthieu Dillais mdillais@altaiconsulting.com UNDP Somalia	Quality Assurance	Somalia Role of Law Perception Survey, 2015-2016. Two public perception surveys of the Rule of Law area (justice, corrections, police) and the performance of actors within them. The first survey establishes a baseline and the second survey identifies results after 16 months of implementation of the Joint UN RoL programme. The assignment operates in all regions of Somalia (SC, PL, SL). Activities performed: <ul style="list-style-type: none"> - Quality assurance of all project outputs, including survey design, inception report and other reporting. - General sparring and support to team leader.
12/2015	Denmark (Somalia)	Mott MacDonald on behalf of DFID. Erik Bryld (Tana) – eb@tanacph.dk	Peace & security expert	Enhancing accountability of informal camp managers (gatekeepers) in Mogadishu. Pilot project testing Theory of Change for enhancing the accountability of informal camp managers of IDP camps in Mogadishu based on political economy analysis. The project includes capacity development, transparency activities in the camps and dialogue with government and donors on improved accountability mechanisms. Activities performed: <ul style="list-style-type: none"> - Design of training package for camp managers (desk based)
11/2015	Denmark	Danish MFA (MENA) Permilie Mortensen	CVE expert	Formulation of concept note for Danish Arab Partnership Programme – CVE background paper As part of Tana's process support to the Danish MFA (MENA), a short background note on CVE issues relating to the region was produced, including suggestions for intervention areas that could be explored further. Activities performed: <ul style="list-style-type: none"> - Background analysis - Drafting of background paper
9/2015	Denmark	Danish Centre for Culture and Development (CKU) jim@cku.dk	RBM expert	Theory of Change & M&E Workshop A one-day workshop for CKU staff on using theory of change in their programmes and projects as well as how to improve their monitoring and evaluation capacity. Activities performed: <ul style="list-style-type: none"> - Planning and design of workshop - Facilitation & presentation of ToC & M&E theory and practice.
6/2015-10/2017	South Sudan	Danish Embassy in Addis Ababa Gertrud Nørberg gerbir@um.dk	Team leader	Formulation of Danish Country Programme for South Sudan. Formulation of Danish development support to South Sudan between 2016-2018, including programme documentation covering programme description, rationale, theory of change, results framework, management and risks, budgets etc. The programme is designed as coherent support that takes account of the political/security/development and humanitarian context. Key sectors included are: support to peace process, local governance, civil society and gender, resilience (LRRD). Activities included: <ul style="list-style-type: none"> - Team leadership - Field work in South Sudan, consultations with potential partners & other stakeholders - Consultations with Danish Embassy - Draft concept note and annexes - Draft programme documentation - Process support to partners in production of project documents
2015	Pakistan	Danish Centre for Culture and Development	Programming expert	Process support to inception phase of Danish support to culture and development in Pakistan. Provided support to Danish Centre for Culture and Development (CKU) regarding the formulation of a programme of support to

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		(CKU). Elsebet Krogh ek@cku.dk		culture and arts in Pakistan in line with Danish development objectives and taking account of local needs and capacities. Focus on theory of change and development of results frameworks. <i>Activities included:</i> <ul style="list-style-type: none"> - <i>Field work in Pakistan</i> - <i>Co-facilitation of stakeholder workshop and meetings to develop concrete proposals, theory of change and assist the selection of partners.</i> - <i>Completion of programme documentation and implementation arrangements, incl. security plan.</i>
2015	Denmark	Danish MFA, Evaluation Department Sus Ulbek susulb@um.dk	Team leader	Study on development aid and countering violent extremism (CVE). Mapping and lessons learned study that reviews recent experiences and political developments relating to CVE with a particular focus on Danish and international experiences in development environments. Portfolio review of Danish CVE interventions, including Danish domestic CVE. Collection of lessons learned leading to recommendations for strengthening the inclusion of CVE within development aid. <i>Activities included:</i> <ul style="list-style-type: none"> - <i>Team leadership</i> - <i>Desk study fact finding</i> - <i>Consultation with MFA resource group & external stakeholders</i> - <i>Report drafting.</i>
2014-15	Kosovo	Danish MFA, EUN Marie Haug marhau@um.dk	Team leader	Identification and formulation of Danish support to governance and human rights in Kosovo. Analysis of the political, security, governance and human rights context in Kosovo. Identification of possible Danish support and development of programme documentation with the areas of governance and human rights, with particular focus on anti-corruption, justice, independent media and taking into account the need to promote reconciliation and integration in the north of the country. <i>Activities included:</i> <ul style="list-style-type: none"> - <i>Team leadership</i> - <i>Field work in Kosovo (identification & follow up)</i> - <i>Consultation with MFA</i> - <i>Report and programme documentation drafting</i> - <i>Process support to partners in producing documentation.</i>
2014-15	Ukraine	Danish MFA, EUN Karin Nielsen, karnie@um.dk	Team leader	Formulation of Governance and Human Rights Programme in Ukraine Follow up to the earlier identification process (see below) concerning Danish support within the anti-corruption, justice and human rights areas leading to production of complete set of draft programme documentation ready for approval. <i>Activities included:</i> <ul style="list-style-type: none"> - <i>Team leadership</i> - <i>Field work in Ukraine</i> - <i>Dialogue and sparring with UNDP and Council of Europe regarding project inputs and documentation.</i> - <i>Consultation with MFA</i> - <i>Report and programme documentation drafting.</i>
2014-15	Tajikistan, Kyrgyzstan, Austria	Danish MFA, EUN Karin Nielsen, karnie@um.dk	Team leader	Identification and formulation of Danish Central Asia Programme. Analysis of the political, security, governance and human rights context in Tajikistan and Kyrgyzstan, including mini review of existing Danish programmes within the areas of counter radicalisation, human rights support, independent media, and border security. Identification of possible Danish support and development of programme documentation. <i>Activities included:</i> <ul style="list-style-type: none"> - <i>Team leadership</i> - <i>Field work in Tajikistan and Kyrgyzstan</i> - <i>Dialogue and sparring with programme partners regarding project inputs and documentation.</i> - <i>Consultation with MFA</i> - <i>Debriefing/consultation with OSCE, Vienna</i> - <i>Report and programme documentation drafting.</i>
2014-2015	Iraq (desk based in Denmark)	Sida Lisa.Hellstrom@sida.se	Governance expert	Follow up on Technical Support to Iraq (TSI). The assignment concerned technical support, monitoring and production of lessons learned for Sida in relation the support provided by the TSI programme implementer in Iraq to centre of government reform in Iraq. The main institutions involved have been the Prime Minister's Office and the Council of Ministers' Secretariat (CoMSec). A final lessons learned report provided an overview of the results and lessons learned

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				relating to the support provided by UK, Canada and Sweden between 2004 and 2015. <i>Activities included:</i> <ul style="list-style-type: none"> – General technical support to Sida – Third party monitoring during the last year of implementation (with focusing on phasing out of the support) – Consultation with programme implementer – Report writing (lessons learned and conclusions from TSI).
2014	Denmark	Danish Embassy in Addis Ababa Andreas Clausen Boor andboo@um.dk	Team leader	Context analysis of South Sudan. Analysis of the political, security, social, economic, humanitarian and regional situation relating to South Sudan as part of the initial steps relating to a new programme of Danish support. Analysis takes specific account of political, security and humanitarian situation following the outbreak of civil war from December 2013. Includes drivers of change analysis, identification of risks and scenarios, options for Danish support and theory of change. <i>Activities included:</i> <ul style="list-style-type: none"> - Team leadership - Desk study fact finding - Consultation with Embassy - Report drafting.
2014	Denmark	Danish MFA, Evaluation Department Sus Ulbek susulb@um.dk	Stabilisation expert	Evaluation of the Danish Peace and Stabilisation Fund. Technical back-up and sparring partner to Danida's Evaluation Department concerning the evaluation of the Danish Peace and Stabilisation Fund which provides contributions using ODA and non-ODA funds in fragile and conflict affected states. <i>Activities included:</i> <ul style="list-style-type: none"> - Drafting of Evaluation ToR, - Technical input on peace and security issues, state building and stabilisation experience drawing from latest international lessons learned. - Feedback and commentary of draft evaluation products - Contributions to evaluation dissemination meeting.
2014	Denmark	Danish Embassy in Pretoria Jeppe Hallencreutz-Fogtmann jepfog@um.dk	Programming expert	Support to finalisation of Danish regional support to South Africa based think tanks Desk based strengthening of programme documentation relating to a further tranche of Danish support to think tanks in South Africa working on peace and security and regional integration issues (ISS, CCR, IJR, Tralac, SALLA). <i>Activities included:</i> <ul style="list-style-type: none"> - Redrafting and finalisation of draft programme documentation - Consultation with programme partners and strengthening of theory of change & results frameworks
2014	Ukraine	Danish MFA, Karin Nielsen, karnie@um.dk	Team leader	Identification of Good Governance and Human Rights Programme in Ukraine. Analysis of the political, security, governance and human rights context in Ukraine following the change in government and taking account of the unrest in The east and south east of the country. Identification of possible Danish support within the anti-corruption, justice and human rights areas. Identification of possible risks and scenarios. Theory of Change. Report writing, including drafting of concept paper and annexes. <i>Activities performed:</i> <ul style="list-style-type: none"> - Field visit to Kiev and meetings with key partners and stakeholders - Writing of identification report, including political analysis, risk assessment, outline of possible intervention areas, theory of change, management issues - Drafting of concept note - Reporting and discussion with Danida - Sparring with UNDP and Council of Europe in relation to development of project proposals
2014	Afghanistan	Danish Embassy in Kabul, Peter Kolding, Deputy Head of Mission, petkol@um.dk	Team leader	Formulation of Afghanistan Country Programme. Formulation of consolidated Danish development support to Afghanistan – 2015-2017 (€134 million) in the areas of governance, democracy & human rights, education, and growth and employment. This is the largest Danida development programme. The programme supports Afghan government agencies and civil society, principally through joint donor mechanisms (e.g. ARTF) with a strong emphasis on applying the Human Rights Based Approach and Theory of Change. Field work in Afghanistan. <i>Activities performed:</i> <ul style="list-style-type: none"> - Overall management of the assignment and drafting of the programme documentation

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				<ul style="list-style-type: none"> - A field mission was undertaken to Kabul in order to consult with the Embassy and other key stakeholders. The results of this were reported in a debriefing note and a separate formulation report. - Production of overall ACP programme document, providing a framework for management and administration of the Country Programme, including financial progress, results and risks. - Thematic programmes for Governance, Democracy and Human Rights and underlying documents - A thematic programme for the Education Sector - Coordination with a separate consultant hired to finalise the draft of the growth and employment thematic programme.
2014	Tajikistan	OSCE, Henryk Raczowski, Henryk.Raczowski@osce.org	Process consultant	Strategy and programme documentation support to OSCE's Border Management Staff College, Tajikistan. Process support to drafting of a strategy and new programme document for the BMSC in Tajikistan following up on 2013 evaluation findings. BMSC is the OSCE's main institution for training and consultation on border management and related security issues. <i>Activities performed:</i> <ul style="list-style-type: none"> - Consultation and facilitation with the OSCE Secretariat and the BMSC's Academic Advisory Board (AAB) and BMSC's Board of Governors in Vienna. - Consultations and facilitation with BMSC staff at headquarters in Dushanbe - Facilitation and development strategic plan and writing of draft project proposal - Presentation of draft project proposal and strategic plan and consultation with BMSC's Academic Advisory Board, OSCE's Secretariat and Board of Governors in Vienna.
2012 – 2014	Ukraine, Belarus, Moldova	Danish MFA, Anna Kiertzner annkie@um.dk	Trafficking expert	Process consultant to the third phase of the Danish Programme against Human Trafficking. Monitoring of the implementation by IOM and local counter trafficking NGOs of the third phase of the Danish counter trafficking programme (2012-2013). <i>Activities performed:</i> <ul style="list-style-type: none"> - Regular sparring with implementing partners - QA of work plans & reporting - Field monitoring missions to assess the impact of the programme - Policy support to Danish MFA - 2 months input over 2 years (2012-13).
2014	Denmark	Danish Office in Ramallah, Ester Lønstrup, estlon@um.dk	Team leader	Formulation of the Transition Programme for Danish support to Palestine. Development of a transitional "Country programme" drawing from already selected initiatives and placing them in a coherent framework with theory of change and results framework, risk management etc. Desk based. <i>Activities performed:</i> <ul style="list-style-type: none"> - A draft programme document for the Transition Programme. - Final concept note. - Consultation with the Embassy staff to ensure that their priorities were reflected in the programme document. - Context analysis of the Palestinian context.
2013 – 2014	Afghanistan	Danish Embassy in Kabul, Anne Louise Grindsted, anngri@um.dk	Team Leader	Identification for the Afghanistan Adjusted Country Programme. Scoping for consolidated Danish development support to Afghanistan between 2015-2017 in the areas of governance & human rights, education, and growth and employment. Applying the Human Rights Based Approach and Theory of Change. The assignment was carried out remotely using video links with stakeholders in Afghanistan. <i>Activities performed:</i> <ul style="list-style-type: none"> - Assessment of possible interventions, including progress made with existing support packages as well as openings with new programmes. - Interviews with key stakeholders in Kabul undertaken by remote video link. These included Government officials, UN and WB officials, NGOs, and donor representatives - Desk study of existing project documents and progress being made. Report writing. - Support to Embassy in relation to drafting of programme Concept Note, including ToC, HRBA and Risk analyses

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2013	Nepal	Rockwool Foundation jens.vesterager@rockwool.com	Team leader (Nepal)	Evaluation of Youth Creative Conflict Transformation Project in Nepal. Assessment of conflict transformation activities undertaken by Nepal and UK-based NGOs in all five regions of Nepal. Field work in Nepal. Part of a wider evaluation of peacebuilding interventions supported by the Rockwool Foundation (also in Burundi and Uganda). <i>Activities included:</i> <ul style="list-style-type: none"> - Input to baseline assessment and preparation for evaluation - Field work in Nepal (rural areas & Kathmandu), consultation with programme partners & other stakeholders - Analysis of findings - Report drafting - Input to evaluation synthesis report.
2013	Denmark	Danish MFA , Henrik Vistisen, hevist@um.dk	Programming expert	Appraisal and reformulation - Building Stronger Universities in Developing Countries – phase II. Appraisal, followed by redesign and redrafting of programme document. Desk based. Partner universities concerned located in Nepal, Ghana, Tanzania, Uganda. <i>Activities performed:</i> <ul style="list-style-type: none"> - Quality assurance of the first draft programme document of the BSU phase two in terms of design and documentation and ultimately to substantiate and qualify the information available to the granting authority in its decision to appropriate funds or not. - Reformulation of BSU II programme document on the basis of the desk appraisal, according to Danida guidelines, strategies lessons learnt in phase one and Danida quality standards and requirements and not least to make a learner management structure for the programme. - Draft desk appraisal report - Draft programme document for the BSU II
2013	Africa regional	Danish Embassy in Addis Ababa, Birthe Larsen, birlar@um.dk	Peace and security expert	Formulation of Africa Programme for Peace, Phase 3. Design of the continuation support to the African Union and African regional organisations (ECOWAS, IGAD, KAIPTC, WANEP) working in the area of peace and security. Total programme value circa USD 40 million. <i>Activities performed:</i> <ul style="list-style-type: none"> - Desk study of available documentation, including lessons from previous phases. - Field work in Addis Ababa (AU and IGAD) and Abuja (ECOWAS, WANEP). - Sparring with Embassy officials. - Drafting of all programme documentation in accordance with Danida guidelines and requirements.
2013	Tajikistan	OSCE Office for Internal Oversight, Sonya Brander, Sonya.Brande@osce.org	Evaluator	Evaluation of OSCE's Border Management Staff College. Evaluation of the BMSC, which is based in Tajikistan and has the objective of training middle-senior border security and management officials. <i>Activities performed:</i> <ul style="list-style-type: none"> - Field work in Tajikistan, consultation with local and international stakeholders, including OSCE member states - Analysis of programme documentation, reporting etc. - Coordination with OSCE officials responsible for supplementary data collection and analysis - Report writing and presentation to OSCE member states in Vienna.
2013	Ethiopia, Africa Regional	Danida, Birthe Larsen, Birlar@um.dk	Peace and security expert	Study of the inter-relationship between the African Peace and Security Architecture (APSA), the global peace and security architecture and regional initiatives. Analysis of the status of the APSA, key challenges and opportunities, linkages with other global initiatives (including UN & EU), and conclusions for future Danish support in the area. The assignment is partly desk based and partly drawing from field work in Addis Ababa. <i>Activities performed:</i> <ul style="list-style-type: none"> - Data collection and analysis – primary and secondary sources – including African Union, IGAD, ECOWAS, KAIPTC and others. - Dialogue and sparring with Danish Embassy and Danish MFA stakeholders - Consultation with other Danish stakeholders, including Danish military - Report writing and presentation

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2013	Denmark	Danish Embassy in Islamabad, Esther Lønstrup estlon@um.dk	Programming expert	Finalisation of Programme Framework for Danish development Cooperation with Pakistan. Editing and further development of draft programme documentation relating to Danish support to the peace-building, governance, human rights, and education areas. Desk based. <i>Activities performed:</i> <ul style="list-style-type: none"> - Study and review of relevant documents - Collaborated with the embassy to supplement and amend the programme document - Mapping of donor landscape - Writing of final programme document following comments and suggestions from the embassy
2013	Serbia, Bosnia-Herzegovina	Danish Ministry of Defence, Esben Mulvad Thomsen, esbenmulvad@gmail.com .	Team leader	Evaluation of the Danish Peace and Stabilisation Fund's Europe Programme. Evaluation of defence cooperation projects between Denmark and various partner countries in the Western Balkans, Southern Caucasus, and Eastern Europe. Used DAC evaluation methodology and included mix of desk study and field work (in Bosnia and Serbia). <i>Activities performed:</i> <ul style="list-style-type: none"> - Team leader - Overall responsibility for data collection, report writing and presentation.
2012	Ethiopia, South Sudan	Danish Embassy in Addis Ababa, Birthe Larsen, birlar@um.dk	Team leader	Review of the AU Liaison Offices and programming of further joint partner support. External review of the AU's Liaison Offices (field missions) in crisis and conflict countries against their mandates and institutional strengthening plans. Extrapolation of review findings and production of a new project document together with AU staff. Production of a Joint Financing Arrangement (JFA) document to provide the framework for donor support. <i>Activities performed:</i> <ul style="list-style-type: none"> - Analysis of documentation (narrative & financial reports, annual plans etc) - Consultation with AUC officials and other stakeholders in Addis Ababa and Juba - Preparation and discussion with officials of draft assessment report - Presentation to AUC and development partners of draft review report - Facilitation of production of a new Project Document for further development of the AUOs together with AUC officials - Drafting of an updated Joint Financing Arrangement (JFA)
2012	Tajikistan	Danish MFA, Karin Nielsen, karnie@um.dk	Team leader	Review of Stabilisation and Counter Radicalisation Activities in Tajikistan. External review of counter radicalisation, border management and refugee protection interventions supported by Denmark and implemented through the OSCE and Danish Refugee Council. <i>Activities performed:</i> <ul style="list-style-type: none"> - Analysis of project plans and narrative and financial reporting - Consultation and sparring with Danish MFA - Consultation with stakeholders in Tajikistan and Vienna - Report writing - Presentation of findings to selected OSCE member states - Debriefing and discussion with OSCE Secretariat in Vienna.
2010 - 13	Africa regional	Danish Embassy in Addis Ababa, Birthe Larsen, birlar@um.dk	Deputy team leader and lead African peace and security expert	Monitoring and Quality Assurance of the Danish Africa Programme for Peace, Phase 2 (APP 2). Provision of capacity building and technical inputs to the AU, ECOWAS, IGAD, EASCOM, UNECA, and Kofi Annan International Peace Keeping Centre. Also support to the Danish Embassy in Addis Ababa and to Danish MFA in relation to the implementation of the APP 2. <i>Activities included:</i> <ul style="list-style-type: none"> - On demand sparring and technical inputs to Embassy officials and programme partners - Specific assignments as requested by the Embassy on behalf of partners (mainly AU)
2012 – 2013	Afghanistan	Danish Embassy in Kabul Jacob Fabor jacfab@um.dk	Team leader	Formulation of Good Governance and Human Rights Programme in Afghanistan (2013-2014). Formulation of a focused Governance programme based on alignment with Afghan National Priority Programmes, harmonised with other key donors and taking account of previous Danish support to state building in Afghanistan. <i>Activities performed:</i> <ul style="list-style-type: none"> - Context analysis and assessment of existing initiatives and proposed new interventions - Dialogue and sparring with the Embassy and other stakeholders (Afghan

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				<p>Govt, IOs, NGOs & bilateral donors)</p> <ul style="list-style-type: none"> - Risk analysis - The main delivery of the assignment was a draft programme document for submission to Danish MFA approval authorities.
2012	Denmark	Danish Embassy in Addis Ababa Andreas Clausen Boor andboo@um.dk	Programming expert	<p>Finalisation of programme formulation for Coherent Danish Support to South Sudan. Editing and further development of draft programme documentation relating to Danish support to the governance, conflict prevention and stabilisation areas. <i>Activities performed:</i></p> <ul style="list-style-type: none"> - Analysis of updated supporting documents (project plans etc.) - Preparation of revised Programme Document and Component Descriptions
2012	Ethiopia	Danish Embassy in Addis Ababa. Pernille Mortensen permor@um.dk	Programming expert	<p>Formulation of anti-money laundering and counter financing of terrorism support in Ethiopia. Development of programme documentation and delivery mechanisms for a package of Danish support to AML/CFT in Ethiopia as part of Danish stabilisation support to the Wider Horn of Africa. <i>Activities performed:</i></p> <ul style="list-style-type: none"> - Analysis and assessment of contextual developments and the implications of international standards (FATF). - Consultation with national and international stakeholders in Ethiopia and Denmark. - Dialogue and sparring with the Danish Embassy. - Proposal of implementation options. - Programme design and drafting.
2012	Ukraine, Moldova, Belarus	Danish MFA, Karin Nielsen, karnie@um.dk	Programming expert	<p>Pre-Appraisal of Programme for Democratisation, Human Rights and Civil Society in Ukraine, Moldova and Belarus (2012-2016). Assessment of draft programme document and implementation arrangements surrounding proposed Danish support package. <i>Activities performed:</i></p> <ul style="list-style-type: none"> - Analysis of all background material - Input to draft mission preparation note - Field work in Ukraine and Moldova, consultation with government & civil society stakeholders - Inputs to draft Appraisal Report - Debriefing meetings upon finalizing the Appraisal Report
2012	South Sudan	Sida Christina Ertzell +46 (0)8 698 57 87	Programming expert	<p>Identification of democratic governance and public administration programme in South Sudan. Mapping and identification of governance related support from Sida aligned with South Sudanese priorities and context. <i>Activities performed:</i></p> <ul style="list-style-type: none"> - Field mission to Juba, South Sudan in mid-March 2012 during which a range of key actors were consulted, including Sida staff at the Embassy Office. - Study of relevant documentation, including reports from on-going and recent projects financed by Sida as well as concept notes and analysis relating to possible future interventions. - Analysis of risk scenarios related to the possible interventions.
2012	Azerbaijan, Belarus, Turkey, Ukraine	Danish MFA, EUN Fin Poulsen finpou@um.dk	Team leader	<p>Formulation of Media and Democracy Programme in Eastern Partnership Region and Turkey. Identification and formulation of support to independent media organisations working for freedom of expression and media rights. The project involved identifying key media actors and themes where progress can be achieved and designing a programme framework, including objectives, indicative activities, management mechanisms, M&E, risks etc. <i>Activities performed:</i></p> <ul style="list-style-type: none"> - Contextual analysis through desk study of documentation and fieldwork in the region - Consultation with government and civil society stakeholders - Draft programme document and material to support its progress through the approvals process. - Draft outline for a presentation note for Danida's Board - Draft ToR for tender material (i.e. description of the programme) in accordance with Danida guidelines.

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2011 – 2012	Afghanistan	Danish Embassy in Kabul, jacfab@um.dk	Team leader	Formulation of Good Governance, Human Rights and Rule of Law Programme in Afghanistan (2012). Identification and formulation of a Danish programme of support to strengthening governance, human rights and the rule of law in Afghanistan. The assignment involved analysis of contextual factors and previous documentation. Assessment of opportunities and challenges. Development of key findings and translation into a cohesive programme. <i>Activities performed:</i> <ul style="list-style-type: none"> - Study of all relevant documents - Discussions with relevant stakeholders in Afghanistan - Preparation of mission reports - Debriefing with Danish Embassy in Kabul to discuss findings and recommendations. - Preparation of draft Programme Document
2011	Denmark	Centre for Global Counter Terrorism Cooperation AMillar@global.ct.org	Report author	Study on selected Danish counter radicalization initiatives. Policy brief providing lessons learned from Danish counter radicalisation activities in Denmark for U.S. based think tank Centre for Global Counter Terrorism Cooperation (CGCTC). <i>Activities performed:</i> <ul style="list-style-type: none"> - Study of relevant open source documents - Discussions with relevant stakeholders in Denmark - Preparation of study report
2011	South Africa	Sida (under Sida evaluation FWC) COWI AS Niels Eilshøj Olesen neo@cowi.dk	Peace and security expert	Evaluation of ACCORD, CCR and SAIIA, South Africa. Follow up to the 2008 evaluation for Sida that assessed the major South Africa based think tanks. The evaluation used the standard DAC evaluation criteria as its basis but also assessed performance against the 2008 recommendations. In order to provide a full comparison, it also included a comparative analysis (together with the results of the ISS and IJR evaluations that were conducted separately in March and April 2011 respectively).
2011	South Africa	Netherlands Embassy, Pretoria COWI AS Birgit Lindsnaes blin@cowi.dk	Peace and security expert	Evaluation of Institute for Justice and Reconciliation (IJR). Provides assessment of IJR's progress since 2008 with special focus on the relevance and impact of IJR's work in Africa on transitional justice. <i>Activities performed:</i> <ul style="list-style-type: none"> - Evaluation of IJR's M&E methods and results - Sparring to the COWI team and acted as a general resource person
2011	Ethiopia, Kenya	Danish Stabilisation Unit (Anders Tang Friborg, andfri@um.dk)	Peace and security expert	Formulation of stabilisation programme in the East Africa, Horn of Africa, Yemen region. Identification, formulation and finalisation of the Whole of Government Danish response to the stabilisation challenges in the wider Horn of Africa with a focus on maritime security, peace support, conflict prevention, justice and security sector reform (JSSR), and counter terrorism. <i>Activities performed:</i> <ul style="list-style-type: none"> - Two missions to the region - Consultations with AU, IGAD, East African Stand-by Force, coast guards and navies, government representatives, representatives of community organizations, NGOs and other donors including UN agencies. - Drafting of Identification report, Concept note, Programme document
2011	Ethiopia	Danish Embassy in Addis Ababa birlar@um.dk	Process consultant	Support to strengthening AU's Peace and Security Department (PSD). Process support to AU PSD to strengthen workplans and department systems and processes.
2010-11	South Africa, Kenya, Ethiopia	Netherlands Embassy, Pretoria (on behalf of the ISS donor group)	Peace and security expert	Evaluation of Institute for Security Studies (ISS). A follow up to the two evaluations undertaken in 2008 that assesses the Institute's efficiency, effectiveness, relevance and impact and the progress that it has made since the previous evaluations.
2009-11	Ukraine, Belarus, Moldova	Danish MFA Fin Poulsen finpou@um.dk	QA expert	Quality assurance and monitoring of the second phase of the Danish Programme against Human Trafficking. QA and monitoring of the implementation by IOM and local counter trafficking NGOs of the second phase of the Danish counter trafficking programme (2009-2011).
2010	South Africa	Danish Embassy in	Team leader	Formulation of Danish Programme on Peace and Security, Democratisation and Economic Integration in the Southern Africa Region, 2010-2012. Provides support

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		Pretoria		to South Africa-based NGOs able to interact with South African Government and regional stakeholders on peace and security, democratization and integration agenda as being promoted by AU, NEPAD, SADC etc.
2010	Nepal	Danish Embassy in Nepal peteil@um.dk	Team leader	Identification & Formulation of Nepal Peace Support Programme, Phase III. Identification and formulation of the third phase of Danish support to the Comprehensive Peace Agreement and to the overall peace process in Nepal.
2010	Switzerland, Denmark	Sida	Team member	Evaluation of Sida support to Mine Action. Global. Assessment of support to mine action between 2001 and 2010 through UN agencies, NGOs, and other organisations. Application of DAC evaluation criteria with focus on forward looking lessons.
2010	Denmark	Danish Department for Gender Equality	Trafficking expert	Evaluation of Danish Action Plan against Human Trafficking. Evaluation according to DAC criteria of Danish counter trafficking activities relating to prevention, protection, prosecution and international cooperation.
2010	Afghanistan	Danish MFA	Programming expert	Approach paper for evaluation of Danida support to the education sector in Afghanistan. Analysis providing an overview of contextual factors of relevance for an evaluation of support to the education sector in Afghanistan between 2001-2010.
2010	Rwanda	Danish Ministry of Defence	Team Leader	Political risk analysis of possible military cooperation with Rwanda. Assessment of risks associated with possible Nordic support to the Rwandan Defence Force in the context of the African Stand-by Force.
2010	Ethiopia	Danish Embassy in Addis Ababa (APP 2 contract)	Team leader	Institutional strengthening of the African Union Liaison Offices. Process support to the formulation of an internal AU implementation plan for strengthening the Liaison Offices and production of a draft project document for presentation to development partners.
2006-10	Denmark	Sida	Programme manager	Sida Framework Contract for Peace and Security in Development. Programme management with principal point of contact for client and consortium manager. Handling of requests from Sida, drafting & quality assurance of proposals, financial management & reporting, quality assurance of reports prior to submission.
2009	Sudan and Ethiopia	Danish MFA	Peace & security expert	Appraisal of Danish support to the Comprehensive Peace Agreement in Sudan. Appraisal of proposed support in 2010-2011 to the Sudan peace process, particularly political processes in the lead up to elections and referendum on possible secession, capacity building, peace building and security issues, humanitarian and recovery.
2009	Denmark, Sweden	Sida	Team leader	Study on constructive engagement of Somali diaspora in the reconstruction of Somalia. A policy-related assessment of the needs in Somalia, the capacities and interests of Somali diaspora living in Sweden relating to reconstruction, and the experiences and possibilities relating to the delivery of inputs from the diaspora.
2009	South Africa, Botswana	Danish Embassy in Pretoria	Team leader	Assessment of potential for support from Denmark to SADC in the area of peace and security. Assessment of SADC's preparedness to receive support, particularly in the areas of election preparation and observation and in conflict mediation.
2009	Ghana	Danish Embassy in Addis Ababa	Facilitator	Process assistance to strategic planning for Kofi Annan International Peacekeeping Training Centre (KAIPTC). Support to KAIPTC regarding their strategic plan (2010-2013) to reflect changes in their structure and funding.
2008-2009	Africa, regional	Danida	Peace and security expert	Identification and formulation of the next phase of the Africa Programme for Peace (APP). Design of the second Africa regional programme from Danida supporting the implementation of African regional organisations' strategic plans in the area of peace and security. The organisations are: AU, ECOWAS, IGAD and EASBRICOM.
2008	Denmark	Danida	Peace & security expert	Appraisal of the second phase of the Danish Peace Support Programme in Nepal. Desk appraisal of the programme document and technical input to the

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				Danish Ministry of Foreign Affairs' response to the draft programme.
2008	Denmark, Ethiopia	Institute for Security Studies, Addis Ababa	Peace & security expert	Evaluation of the Direct Conflict Prevention Programme (DCP) of the Institute for Security Studies (ISS). Assessed one of ISS' core programmes supporting the African Union's Peace and Security Council (PSC) and member states.
2008	South Africa, Ethiopia	ISS, Jackie Cilliers	Deputy team leader	Evaluation of the Institute for Security Studies (ISS). Examined relevance, impact and internal governance of ISS and ISS regional offices.
2008	South Africa	Sida	Deputy team leader	Evaluation of regional organisations based in South Africa and working on peace and security in Africa. Examined relevance and impact of five leading South Africa based think tanks -ACCORD, the Centre for Conflict Resolution (CCR), the Institute for Justice & Reconciliation (IJR), the Institute for Security Studies (ISS), and the South African Institute of International Affairs (SAIIA).
2008	Nepal	Danida	Peace & security expert	Review of the Danish support to the Peace Process in Nepal. Assessed the implementation of the Danish Peace Support Fund paying particular attention to the Paris Declaration principles and the dynamics of the current conflict situation.
2008	Denmark	Danish Institute for International Studies	Peace & security expert	Analysis of recent experience with comprehensive civil and military approaches in peace support operations. Examined recent literature on the experiences from civil military cooperation in peace support - focusing mainly on the lessons from Kosovo, Afghanistan and Iraq.
2008	Ethiopia	Client: Danish Embassy in Addis Ababa	Aid effectiveness expert	Aid effectiveness with the African Union - strengthening harmonised and aligned support arrangements. Assessment of current harmonised support to the AU and opportunities and constraints relating to possible future support, including dialogue structures.
2008	Indonesia, Bangladesh, United States	Danish MFA	Security expert	Good practices in support of building counter terrorism capacity in developing countries. Analysis of good practices in development programming that support counter terrorism capacity building to feed into the review of the UN's Global Counter Terrorism Strategy later in 2008.
2008	Ethiopia	Danish Embassy in Addis Ababa	Peace & security expert	Process assistance relating to M&E for the IGAD Capacity Building Programme Against Terrorism (ICPAT). Strengthening monitoring and evaluation (M&E) framework, including improved indicators. Training in LFA design.
2005-08	Denmark, Belarus, Bulgaria, Moldova, Romania, Ukraine	Danish Ministry of Foreign Affairs	QA consultant	Quality assurance and process support to the Danish Programme against Human Trafficking in Eastern Europe. QA and monitoring of the implementation by IOM and local counter trafficking NGOs of the second phase of the Danish counter trafficking programme (2005-2008).
2005-06 2007-08	Africa regional	Danish Ministry of Foreign Affairs	Peace and security expert	Technical support to the Danish Africa Programme for Peace (APP). Provision of capacity building and technical inputs to the AU, ECOWAS, IGAD, EASCOM, UNECA, and Kofi Annan International Peace Keeping Centre. Also support to the Danish Embassy in Addis Ababa and to Danish MFA in relation to the implementation of the APP 2.
2007	Rwanda, United States	Sida	Deputy team leader	Evaluation of "Do no Harm" and CDA Collaborative Learning Projects. United States and Rwanda. CDA is a Boston-based NGO with expertise in peace building and conflict analysis methodologies. It is primarily known for its Do No Harm methodology.
2007	Sudan	Danida	Peace & security expert	Scoping mission for Danish humanitarian and recovery assistance to Darfur. Provided mapping of current conflict, humanitarian and livelihood issues in Darfur and identification of priorities and possibilities for further Danish support to humanitarian relief and pre-recovery activities. Field work in South and West Darfur.
2007	Denmark	Danish MFA	Peace & security expert	The World Bank's Engagement in Fragile States - Issues and Recommendations. Policy input to Danish MFA of the key factors relating to the role of IDA and the World Bank in fragile states in preparation for Danish participation in the 15th Replenishment of IDA resources (IDA 15).

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2007	Denmark	Action Aid, Denmark	Peace & security expert	Defining the parameters of MS' Thematic Focus area on conflict management and peace building. Mapping and defining of the differences in the terminology and approaches characterising "conflict work" and its possible implications for its policy focus and approach.
2007	Denmark	Danish MFA	Team member	Preparation of a Gender Toolbox. Good practice guide relating to gender issues in development responses to fragile and conflict-affected states.
2006	Denmark	Danish Ministry for Gender Equality	Team member	Evaluation of the Danish Action Plan to Combat Trafficking in Women & Children. Evaluation of international components of the Danish Action Plan. Contributions to other parts of the evaluation.
2006	Ghana, Nigeria	Danish Ministry of Foreign Affairs	Team leader	Joint Donor Review of the West African Civil Society Forum (WACSOF). Field review (with DFID) of Danish and UK support to WACSOF.
2006	Denmark	Danish Ministry of Foreign Affairs	Peace & security expert	Review of Danish Civil-Military Activities in Iraq. Desk review of lessons learned from civil-military support (CIMIC) in Iraq.
2006	South Africa, Mozambique, Namibia, Tanzania, Zambia	Danish Ministry of Foreign Affairs	Peace & security expert	Review of Southern African Defence & Security Management (SADSEM) Network. Field based review of Danish support to the SADSEM network supporting democratic defence management initiatives in Southern Africa.
2006	Denmark	Danida	Peace & security expert	Development Assistance in Fragile States. Desk study of developments in international support to conflict affected and fragile states.
2006	United States, Kenya	Danish Ministry of Foreign Affairs	Peace & security expert	Analysis of Counter Terrorism - Assistance to Building States' Counter Terrorism Capacity. Field based research and analysis of counter terrorism approaches being used in Kenya.
2006	Ethiopia	Danida	Team leader	Aid effectiveness - African Union (AU) Commission Peace & Security Directorate Support Project. Design and development of joint support process and formats for development partners.
2005	Nigeria	DFID	Team member	Evaluation of DFID Assistance: Gender Equality and Women's Empowerment. Nigeria case study. Assessment of relevance, effectiveness, efficient and impact of DFID support. Field work in central and northern Nigeria.
2005	Bulgaria, Moldova, Romania, Ukraine	Danish Ministry of Foreign Affairs	Team leader	Formulation of Counter Human Trafficking Programme. Design of Denmark's first programme to counter human trafficking.
2005	Denmark	EU Commission (LOT 7)	Project manager	Return of Refugees and Return of Rights Related to Croatian Serb Refugees in Exile. Programme management.
2000-05	Estonia	Baltic Defence College	Trainer	Training of civil servants at Baltic Defence College. Development of training material, presentation and facilitation for public service officials working primarily in the defence sector from the three Baltic states.
2004	Nigeria, Ethiopia, Djibouti, Kenya, South Africa, Botswana	Danish Ministry of Foreign Affairs	Peace & security expert	Formulation of Danish Africa Programme for Peace (APP). Design of the first Africa regional programme from Danida supporting the implementation of African regional organisations' strategic plans in the area of peace and security. The organisations are: AU, ECOWAS, IGAD and SADC.
2003-04	Kosovo, Denmark	Danish Ministry of Foreign Affairs	Peace & security expert	Evaluation of Danish Humanitarian and Rehabilitation Assistance to Kosovo. Field based contributions to the evaluation concerning civil military cooperation.
2003	Estonia, Lithuania, Denmark	Danish Ministry of Defence	Peace & security expert	Evaluation of Danish defence assistance to Central & Eastern Europe. Field based evaluation of relevance, effectiveness, efficient, sustainability and impact of Danish

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				defence support to the three Baltic states.
2003	Nigeria, Ghana, Benin, Burkina Faso	Danish Ministry of Foreign Affairs	Peace & security expert	Formulation of programme supporting ECOWAS in the areas of conflict prevention and NEPAD implementation. Design of Danish support to ECOWAS and civil society operating in areas of conflict prevention.
2002	South Africa, Namibia, Botswana	Danish Ministry of Foreign Affairs	Peace & security expert	Appraisal of Southern African Defence and Security Management (SADSEM) project. Field based appraisal of programme documentation in accordance with Danida aid management guidelines.
2002	Denmark	Danish Institute of International Affairs	Report author	Policy analysis of foreign military assistance. Report covering lessons learnt from international defence support, primarily focusing on Danish assistance to the Baltic states. Report peer reviewed and published by DUPI.
2001-02	Denmark, United States	Danish Institute of International Affairs	Report author	Analysis of multilateral responses to international terrorism. Focus on United Nations and international legal framework. Report peer reviewed and published by DUPI.
2001	Djibouti, Kenya, Nigeria	Danish Ministry of Foreign Affairs	Peace & security expert	Capacity assessments of IGAD and ECOWAS. Assessments of ECOWAS and IGAD capacity within the area of conflict prevention as preparation for future Danish support.
2001	Denmark	Baltic Defence College	Author	Training manual for Baltic civil servants. Design and drafting of good public service management advice for use by Baltic states civil servants in defence sector.
2000-01	Lithuania, Latvia, Estonia, Denmark	Danish and UK Ministries of Defence	Security sector reform expert	Lessons learnt from the Baltic Battalion (BALTBAT). Lessons learnt review of the joint Nordic plus defence project supporting the Baltic states.
1997-2001	Denmark, Lithuania, Latvia, Estonia	Danish Ministry of Defence	Head of Section	Defence sector reform. (a) Anchor person for multilateral defence development projects with Estonia, Latvia and Lithuania. (b) International Secretary to the Baltic Peacekeeping Battalion (BALTBAT) project. Included strategy development of the final phase of the project and related international negotiation. (c) Focal point for multilateral security related issues in South Eastern Europe.
1995-97	United Kingdom	United Kingdom, Ministry of Defence.	Senior Executive Officer	Quality assurance (requirement scrutiny) for Royal Air Force equipment procurement projects. (a) Medium and long-term programme development for major UK Air Force equipment procurement, (b) Quality assurance.
1992-95	Namibia	Ministry of Defence, Namibia	Technical Adviser	Post-conflict capacity building. Adviser to ministers and senior officials on defence policy and all aspects of institutional strengthening and capacity building.
1990-92	United Kingdom	United Kingdom, Ministry of Defence.	Higher Executive Officer	Policy co-ordination. Higher Executive Officer, NATO Secretariat. Responsibility for co-ordination and presentation to NATO of UK defence policy, force structure and operations.
Publications				
2015	-	Danish MFA	Author	<i>"Lessons learned from Danish and other international efforts on Countering Violent Extremism (CVE) in development contexts", Danida Evaluation Study 2015/3</i>
2012	-	Centre for Global Counter Terrorism Cooperation	Author	<i>"Recent Danish Counter Radicalisation Initiatives: A Case Study".</i> Centre for Global Counter Terrorism Cooperation. Policy Brief. April 2012.
2009	-	DIIS	Author	<i>"Recent experience with Comprehensive Civil and Military Approaches in International Operations".</i> DIIS Report 2009:09.
2006	-	GEPPA Conference on Power, Politics and Change in Weak States	Co-author	<i>"Improving development assistance to fragile states".</i> Paper written for the March 2006 GEPPA Conference on Power, Politics and Change in Weak States, March 2006.

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2003	-	DUPI	Co-author	<i>"Dansk forsvarsstøtte til Baltikum"</i> . DUPI Research Brief, November 2003.
2002	-	Dansk Udenrigspolitisk Institut (DUPI)	Author	<i>"No new dividing lines: Danish Defence Support to the Baltic States"</i> . Dansk Udenrigspolitisk Institut (DUPI), 2002.
2002	-	Militært Tidsskrift	Author	<i>"Dining à la Carte: The United States and multilateral approaches to countering terrorism"</i> . Article in Militært Tidsskrift, October 2002.
2002	-	DUPI	Author	<i>"Countering international terrorism: The United Nations and global capacity building"</i> . DUPI Working Paper, 2002.
2002	-	Dansk Udenrigspolitisk Institut (DUPI)	Author	<i>"Far from business as usual – United Nations' responses to terrorism"</i> . Dansk Udenrigspolitisk Institut (DUPI), 2002.
2001	-	Baltic Defence Review	Author	<i>"Foreign Military Assistance – learning from BALTBAT"</i> . Article in the Baltic Defence Review issue No 5, 2001.
2001	-	Baltic Defence College	Author	<i>"How to do it - a guide to staff work within the Public Service"</i> . Baltic Defence College, 2001.
2001	-	NATO's Nations and Partners	Author	<i>"Linking multi-nationality and defence development"</i> . Article in NATO's Nations and Partners, 2001.