

## CURRICULUM VITAE

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<b>Name</b>	Anders Kragh Bingen
<b>Nationality</b>	Danish
<b>Date of Birth</b>	06.08.1978
<b>Residence</b>	Denmark
<b>Current Position</b>	Senior Consultant
<b>Specialisation</b>	Governance, anti-corruption, procurement, monitoring & evaluation, capacity building, legal and institutional analysis, civil society and private sector development

## EDUCATION

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2003-2007	MSc International Development Studies and Sociology, Roskilde University, Denmark
2005	Course Certificate, Sociology, Concordia University, Montreal, Canada
2000-2003	BA Sociology, Roskilde University, Denmark

## KEY QUALIFICATIONS

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Mr. Bingen has more than 10 years of experience working on international projects. His main areas of expertise are within good governance, anti-corruption, public procurement, civil society and private sector development.

Mr. Bingen has led and taken part in a number of evaluation and monitoring assignments as well as legal and institutional assessments in Africa, the Middle East, Eastern Europe and Asia. He is currently acting as monitoring consultant for Danida in Kosovo in relation to their programme concerning anti-corruption and civil society promotion. He has led a number of public procurement assessments in countries such as South Sudan, Zimbabwe, Ethiopia and Papua New Guinea primarily for the World Bank. He has worked extensively for the European Commission on evaluations and larger implementation projects.

Mr. Bingen is also a highly skilled trainer and facilitator and has been responsible for managing and conducting training in a range of topics such as public sector leadership, financial management & good governance and results-based management for public and private sector counterparts from a number of countries all over the world. He has been responsible for more than 25 tailor-made training courses for Danida Fellowship Centre. Also, he has previously been guest lecturer at Copenhagen Business School for six consecutive years.

## LANGUAGES

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	Reading	Speaking	Writing
Danish	Mother Tongue	Mother Tongue	Mother Tongue
Norwegian	Mother Tongue	Mother Tongue	Mother Tongue
English	Excellent	Excellent	Excellent
German	Average	Average	Basic

## Employment Record

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2018 - Present	Senior Consultant, Tana Copenhagen ApS, Denmark
2016 - 2017	Director, Frank Partners Scandinavia, Denmark
2014 - 2016	Managing Consultant, Ramboll Management Consulting, Denmark
2011 - 2014	Senior Consultant, Ramboll Management Consulting, Denmark
2009 - 2010	Consultant, Ramboll Management Consulting, Denmark
2007 - 2008	Junior Consultant, Ramboll Management Consulting, Denmark
2003 - 2007	Academic Student Assistant, Nordic Consulting Group, Denmark

**Countries Worked in:** Bangladesh, Belarus, Denmark, Ethiopia, EU, Germany, Ghana, Greenland, Kingdom of Saudi Arabia, Kosovo, Kyrgyzstan, Lithuania, Papua New Guinea, Russia, South Sudan, Tanzania, Uganda, Ukraine, United Arab Emirates, United Kingdom, Zimbabwe

## Professional experience

Date	Location	Client	Position	Description
November 2012- March 2019	Denmark and Ghana	Danida Fellowship Centre (DFC)  Contact: Annette Kaalund- Jørgensen, Capacity Development Advisor <a href="mailto:aki@dfcentre.dk">aki@dfcentre.dk</a>	Course Manager	<b>Financial Management &amp; Good Governance in the Public Sector (15 courses)</b> The learning objective of the course was to enable the participants to take charge of all the steps in the public financial management cycle, including planning and budgeting, budget execution, reporting and auditing. The course also entailed key good governance aspects such as anti-corruption and public procurement. All course participants developed a specific Action Plan as a way of improving the performance of their home institution. Different versions of the course were held in Denmark and in Ghana.  Activities performed: <ul style="list-style-type: none"> <li>- Course development and planning</li> <li>- Course management</li> <li>- Training (anti-corruption, public procurement and LFA)</li> <li>- Action Plan counselling</li> </ul>
January 2019	Denmark	Danida Fellowship Centre (DFC)  Contact: Annette Kaalund- Jørgensen, Capacity Development Advisor <a href="mailto:aki@dfcentre.dk">aki@dfcentre.dk</a>	Course Manager	<b>Increased Performance through Strategic Leadership &amp; Change Management</b> The learning objective of the course was to enable the participants to assess capacity development needs and to define strategies for their organisations as leaders and to take charge of change processes as managers. The three-week course consisted of four modules (international development trends, public sector reform trends, leadership & capacity development, and change management). All course participants developed a specific Action Plan as a way of improving the performance of their home institution.  Activities performed: <ul style="list-style-type: none"> <li>- Course development and planning</li> <li>- Course management</li> <li>- Training (transparency &amp; accountability and LFA)</li> <li>- Action Plan counselling</li> </ul>
October 2018 - December 2018	Ukraine	Danida (EUN)  Contact: Mikael Erbs-Jørgensen, Senior Adviser <a href="mailto:mikerb@um.dk">mikerb@um.dk</a>	Consultant	<b>Scoping and Formulation of the EU Anti-Corruption Initiative in Ukraine Phase II (2020-2024)</b> The Consultant and the team assisted EUN in assessing the programme's concept note as well as producing an Action Document for the subsequent formulation process, including description of the action, the of change and results/framework and indicators. Furthermore, the team identified and assessed engagement opportunities in alignment with the concept note and mapped existing programmes within good governance and anti-corruption.  Activities performed: <ul style="list-style-type: none"> <li>- Desk review</li> <li>- Stakeholder consultations</li> <li>- Preparation of Action Document</li> <li>- Formulation of recommendations</li> </ul>
September 2016- December 2018	Kosovo	Danida (EUN)  Contact: Lotte Mindedal, Bistandsråd, <a href="mailto:lotmin@um.dk">lotmin@um.dk</a>	Monitoring Consultant	<b>Monitoring and Reporting of "Support to Good Governance in Kosovo"</b> Danida's programme in Kosovo supported two projects; strengthening anti-corruption efforts and democratic civil society promotion. The anti-corruption projects focused on suppression and prevention of corruption supporting institutions such as the Kosovo Anti-Corruption Agency, the Public Prosecutor's Office, and Kosovo Police. The civil society project was essentially a grant scheme providing project and institutional grants to organisations promoting democratic awareness and political rights.  Activities performed: <ul style="list-style-type: none"> <li>- Quality assurance</li> <li>- Reporting</li> <li>- Monitoring project progress</li> <li>- Suggesting adjustments to the implementation of the projects</li> </ul>

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April - June 2018	Ukraine (desk study)	Danida (EUN)	Team Leader	<p><b>Analysis of Danish experiences in innovation for Ukrainian inspiration</b> The consultancy formulated a policy paper identifying selected aspects of Danish innovation policies and best practice examples. The examples focused on the cooperation between public and private sector counterparts.</p> <p>The paper established the foundation for Danish innovation policy produced key policy recommendations with specific suggestions as to how they Ukraine could be inspired.</p> <p>The paper included a brief overview of the legislative framework of innovation policy in Denmark, e.g. in terms of how “innovation”, “cluster”, and “start-up” are defined as well as potential incentives to develop an innovation ecosystem.</p> <p>The target group was the Ukrainian Government and other participants at the reform conference in Copenhagen.</p> <p>The methodology was based on a desk review of selected Danish innovation policies focusing on private sector development and will include interviews with relevant counterparts such as the Agency for Digitisation, the Danish Business Authority, the Danish Tax Authorities, the Centre for Public Innovation and Business Region Aarhus.</p> <p>Interviews was also carried out with relevant Ukrainian authorities, including the Reform Delivery Office, and private sector representatives in order to contextualise their needs.</p>
April - May 2018	Ukraine	Danida (EUACI)	Procurement Expert	<p><b>European Union Anti-Corruption Initiative in Ukraine</b> The consultant reviewed and worked with the EUACI experts and provided them with concrete support on TOR drafting and complying with the necessary Danida procurement regulations.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Advise on following Danida’s procurement guidelines</li> <li>- Assistance and quality assurance of ToRs</li> <li>- Assistance in the formulation of a tender plan</li> </ul>
February 2018 - April 2018	Germany	Help  Contact: Marion Gnanko, Quality Assurance Coordinator, <a href="mailto:gnanko@help-ev.de">gnanko@help-ev.de</a>	Consultant	<p><b>Review of Procurement Policy, procedures and tools (Procurement Manual)</b> The consultant was responsible for reviewing, improving and strengthening the procurement procedures and tools for the German humanitarian NGO, Help. The method focused on ensuring a practically-oriented and user-friendly approach, which was aligned to organisational and donor requirements meeting international best practice. Furthermore, the consultant developed and delivered a training of trainers (TOT) session for the organisation at their headquarters in Bonn.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Analysis and review</li> <li>- Staff interviews</li> <li>- Development of TOT material and tools</li> <li>- Implementation of a TOT</li> </ul>
July 2016- December 2017	Ivory Coast, Morocco, Cameroun, Tanzania and Zambia (desk study)	African Development Bank (Ramboll)  Contact: Frederic Pradelle, Team Leader, <a href="mailto:fpradelle@ramboll.com">fpradelle@ramboll.com</a>	Policy Specialist	<p><b>Transport Emission Mapping, Monitoring and Capacity Building in five Selected African Cities</b> The African Development Bank supported the installation of Air Quality monitoring equipment in five African cities. The assignment encompassed a legal and institutional analysis of the capacity of the relevant authorities in all five countries as to managing the air quality in a sustainable manner.</p> <p>The consultant was responsible for assessing the legal and institutional framework guiding the environmental management and in particular the air quality in the 5 African cities.</p>

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October 2014- October 2017	Denmark and Uganda	Danida Fellowship Centre (DFC)  Contact: Annette Kaalund-Jørgensen, Capacity Development Advisor, <a href="mailto:akj@dfcentre.dk">akj@dfcentre.dk</a>	Course Manager	<b>Public Sector Leadership (5 courses in total)</b> The objective of the course was to improve the professional skills of the fellows based on an enhanced understanding of public sector governance, leadership and management tools and approaches. The competence building improved the fellows' ability to diagnose challenges and utilize opportunities for improving public value and poverty reduction by implementing adjustments to the management in their respective institutions. The first three weeks of the course were conducted in Denmark while the final week was carried out in Uganda.  Activities performed: <ul style="list-style-type: none"> <li>- Course development</li> <li>- Course management</li> <li>- Training</li> <li>- Action Plan Counselling</li> </ul>
July 2014 - July 2015	EU	Frontex (European Commission)  Contact: Michael Juritsch, Strategic Planner and Controller, Frontex, <a href="mailto:frontex@frontex.europa.eu">frontex@frontex.europa.eu</a>	Project Manager	<b>External evaluation of Frontex under Article 33 of the Frontex Regulation, EU, 2014-2015</b> The consultant acted as the project manager on the external evaluation of Frontex - the European Agency for the Management of Operational Cooperation at the External Borders of the Member States of the European Union. The tasks of the evaluators were to carry out an evaluation of the Frontex Regulation and to assess its implementation. The evaluation provided Frontex's Management Board with recommendations on possible changes to the Frontex Regulation, the Agency and its working practices.  Activities performed: <ul style="list-style-type: none"> <li>- Team leader of 5</li> <li>- Design of research methodology (surveys, interviews, case studies)</li> <li>- Oversight of evaluation implementation</li> <li>- Quality assurance of all products</li> </ul>
February 2015 - May 2015	Denmark	DFC  Contact: Lene Mosegaard, Programme Manager, <a href="mailto:lm@dfcentre.com">lm@dfcentre.com</a>	Team Leader	<b>Review of the Master Scholarship Programme</b> The objective of the review was to conduct a mid-term assessment of the relevance, effectiveness, efficiency and sustainability of the programme, which offered a Danish master degree to a number of university students from Ghana, Tanzania, Kenya, Uganda and Nepal. The review was to a large extent forward looking and the team was asked to provide recommendations as to how the programme could improve and how DFC could track the individual and institutional impacts of the programme.  Activities performed: <ul style="list-style-type: none"> <li>- Team leader of 3</li> <li>- Design of research methodology (survey and interviews)</li> <li>- Interviewing</li> <li>- Quality assurance of all products</li> </ul>
March 2014 - December 2014	EU	OLAF (EC)	Anti-corruption expert	<b>Evaluation of the Hercule II Programme, EU, 2014</b> The consultant acted as the evaluation team's anti-corruption expert and was involved in designing surveys, conducting interviews, case studies and analysing the effectiveness, the efficiency, the implementation and the added value of the programme. The purpose of the programme was to assist in the fight against fraud, corruption and counterfeiting at EU and national level.
October 2014 - November 2014	UAE	Fujairah Municipality	Capacity Development specialist	<b>Fujairah Framework Plan 2040 - Business Plan 2015</b> The consultant was part of a task force responsible for formulating an implementation strategy for Fujairah Municipality in relation to the initiation of the Fujairah Framework Plan 2040. The consultant was responsible for the establishment of the implementation unit.
March 2014 - April 2014	Ghana	DFC	Consultant	<b>Follow-up on DFC's course in Financial Management &amp; Good Governance in the Public Sector</b> The consultant conducted individual counselling to previous participants from Ghana in their own environment. The purpose of the mission was to establish the progress with the participants' Action Plans and help them further in the implementation phase.

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March 2009 - March 2014	Denmark	DFC	Course Manager	<b>Meeting Development Goals: Results-based Management for Sustainable Development (7 courses)</b> The consultant acted as course manager with overall responsibility of the course. Further, the consultant held lectures on anti-corruption, public procurement and Logical Framework Analysis in relation to development assistance. The consultant facilitated part of the evaluation of the overall course and arranged study trips for the participants.
May 2013 - December 2013	Saudi Arabia	AECOM Arabia/Saudi Aramco	Discipline Lead	<b>Jeddah Environmental and Social Master Plan (JESMP)</b> The consultant was responsible for the team conducting the capacity needs assessment of the current regulatory and institutional structure in relation to environmental management in Jeddah. Further, the team developed recommendations to a revised integrated regulatory and institutional framework in Jeddah.
October 2012 - December 2013	Greenland	Ministry of Industry and Labour	Consultant	<b>Consultancy to Greenlandic businesses and potential suppliers to the large-scale industry</b> The consultant acted as project manager for the project component concerning the development of the capacity building services to be delivered to small and medium sized Greenlandic enterprises in 2013. The initiatives included one basic and three specialized "trails" (partnerships; procurement and contracts; competence development).
June 2012 - February 2013	Zimbabwe	World Bank	Assistant Team Leader	<b>Capacity Needs Assessment and Capacity Development Plan for Public Procurement Institutions in Zimbabwe</b> The assessment included inter alia assessment of 25 procuring entities in terms of their procurement function, vacancy levels, current and projects procurement workload, staff skills and short and long-term training requirements.
June - July 2012	Ethiopia (EU)	Ministry of Finance	Trainer	<b>Tailor-made Short-Term Training for NAO staff of Ministry of Finance, Ethiopia</b> The consultant delivered training in anticorruption and procurement in particular in relation to the practices in the European Union (the PRAG).
February 2012 - October 2012	EU	Fundamental Rights Agency (FRA)	Consultant	<b>External Evaluation of Fundamental Rights Agency</b> The objective of the assignment was to evaluate the effectiveness, efficiency, added value, utility, coordination and coherence of the contribution made by the Fundamental Rights Agency. As team member the consultant was responsible for developing the survey circulated to the external and internal stakeholders of FRA and other data collection tools. Further, the consultant analysed the findings and presented conclusions to the client and other stakeholders.
May 2011 - September 2011	South Sudan	WB Contact: Richard Olowo, Procurement Specialist, <a href="mailto:rolowo@worldbank.org">rolowo@worldbank.org</a>	Team Leader	<b>South Sudan Procurement Assessment Report (SSPAR)</b> As Team Leader the consultant was responsible for a four-man team conducting an assessment of the public procurement system in South Sudan based on the OECD/DAC methodology including the risks of corruption both at the national level and in three regions. The assessment was followed up by a validation process and the development of a capacity development plan to assist the central agencies in South Sudan to strengthen the procurement system.
October 2010 - September 2011	Ethiopia	WB WB Contact: Richard Olowo, Procurement Specialist, <a href="mailto:rolowo@worldbank.org">rolowo@worldbank.org</a>	Assistant Team Leader	<b>Country Procurement Assessment Report (CPAR)</b> The consultant was part of a three-man team conducting an assessment of the public procurement system in Ethiopia based on the OECD/DAC methodology both at the national level and in specific regions. The assessment was followed up by a validation process and the development of a capacity development plan to assist the central agencies in Ethiopia to strengthen the procurement system.
December 2010 - May 2011	EU (desk study)	EU	Consultant	<b>Evaluation of OLAF's dynamic approach to fraud-proofing</b> Evaluation of the approach set out in the "Commission communication on Prevention of fraud by building on operation results, a dynamic approach to fraud-proofing", COM (2007) 806. The evaluation included an overall assessment about the implementation of the 2007 Communication paying particularly attention to the impact of the products delivered by OLAF on stakeholders. The evaluation also identified key lessons of the process used to deliver such products and proposed practical improvements.

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January 2009 - March 2011	Kosovo	EU (ECLC)	Project Director	<b>Support to Anti-Corruption Institutions in Kosovo</b> The consultant managed a large scale implementation project concerned with strengthening the institutional and operational capacity of the Kosovo Anti-Corruption Agency (KAA). Also the project assessed the current situation of the anti-corruption legislation framework including recommendations for strengthening the legal framework. Finally, the project dealt with the development of policies and measures to systematically tackle corruption and increase public awareness.
May 2010 - December 2010	Russia	Danida	Project Director	<b>Support to Financial Services in Kaliningrad and Pskov Regions, Phase 2</b> The consultant took over the management of the three year project in May 2010. The project had three overall components focusing on establishing a credit guarantee fund, building the capacity of financial institutions through training and advisory services, and introducing pilot schemes in rural areas in terms of supporting credit cooperatives.
February 2010 - December 2010	Papua New Guinea	UNDP / AusAid  (Central Supply & Tenders' Board -CSTB)	Assistant Team Leader	<b>Procurement Benchmarking and Capacity Self-Assessment, and Formulation of a Procurement Capacity Development Strategy for the Government of Papua New Guinea (PNG)</b> The consultant was part of the core team which is set out to benchmark the public procurement system in PNG against international standards, measure the progress in the country since the last World Bank Country Procurement Assessment Report (CPAR) and to prepare a detailed capacity development plan.
August 2009 - February 2010	Ethiopia (Desk study)	Federal Ethics and Anti-Corruption Commission	Consultant	<b>Developing Ethics and Anti-Corruption Policy and Training Manual Hand Book</b> The consultant was responsible for developing three stand-alone modules of the training manual targeted towards the public service, the private sector and civil society organisations. Further, the consultant was responsible for quality assuring the core manual and finalising the team's input.
October 2009 - November 2009	Bangladesh	Danida (RDE Dhaka)	Consultant	<b>Procurement Capacity Development Plan for Danida Sector Programmes in Bangladesh</b> The aim of the project was to address the capacity gaps identified by the Capacity Assessment Mission in two Danida Sector Programmes in Bangladesh. The consultant participated in a one week mission to Dhaka where the main objectives were to validate and adjust procurement capacity development strategies, to establish a tangible implementation roadmap and to create broad ownership of and commitment to the implementation process.
June 2009 - July 2009	Belarus	Sida (Noah's Arc)	Consultant	<b>Facilitating a LFA workshop on the out-phasing of the "The Bell - Cooperation between Noah's Arc and BPC</b> The consultant conducted a three day workshop for 15 key representatives from the Belarusian NGO, BPC, and the project manager from the Swedish NGO, Noah's Arc. The cooperation between the NGO's concerned a number of capacity building activities in relation to the fight against HIV/AIDS in Belarus. The consultant conducted lectures on the Logical Framework Analysis methodology and facilitated the discussions during the workshop.
June 2008 - June 2009	Tanzania	African Development Bank (Public Procurement Regulatory Authority - PPRA)	Consultant	<b>Developing an Anti-Corruption Strategy in Public Procurement, Tanzania</b> The purpose of the strategy was to assist the PPRA in curbing corruption in public procurement as well as monitoring and measuring corruption using developed baseline indicators. The consultant was involved in the identification of potential corruption risks in the Tanzanian procurement processes and in the formulation of a code of ethics for all procurement professionals.
May 2008 - June 2009	Denmark	Danida (UMKC)	Consultant	<b>Updating and Facilitation of E-Learning Course on Anti-Corruption</b> The consultant was responsible for updating and strengthening the course content of Danida's Anti-Corruption E-learning course specifically in relation to corruption measurement tools and the new international conventions and initiatives designed in the fight against corruption.
December 2008 - January 2009	Kyrgyzstan	Sida (Raoul Wallenberg Institute)	Consultant	<b>Evaluation of Trainers of Trainers in Bishkek</b> The consultant facilitated a participatory evaluation seminar in Bishkek as part of a larger Human Rights programme in Central Asia. The objective of the evaluation was to establish to what extent the participants had increased their Human Rights knowledge, their training skills and their ability to engage in networking activities. The consultant assessed the achievements of the intervention and produced relevant recommendations in the project report.
November 2008 - December 2008	Denmark	Ramboll Group	Consultant	<b>Developing a CSR standard for the Ramboll Group</b> The consultant co-headed a work shop for selected heads of units within different departments of the Ramboll Group. The aim of the work shop was to initiate the discussion of a common CSR strategy for the Ramboll Group in

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				relation to the company's commitment to the UN Global Compact. Furthermore, the consultant was involved in the entire process of developing a draft strategy which would form the basis for further CSR initiatives within the group.
October 2008 - December 2008	Denmark	Danida	Consultant	<p><b>Analysis of the implementation of Danida's Action Plan to Fight Corruption 2003-2008</b></p> <p>The consultant analyzed the achievements and shortcomings of the Action Plan for the entire period by reviewing relevant documents and reports from the Danish representations. Additionally, a number of interviews with relevant actors were conducted. The report provided lessons learned and recommendations as to Danida's future efforts in the fight against corruption.</p>
January 2008 - December 2008	Lithuania	EU (Special Investigation Service - STT)	Assistant Project Director	<p><b>Further Enhancement of Anti-corruption Efforts</b></p> <p>The overall objective of the project was to strengthen STT's anti-corruption efforts in Lithuania. The project components concerned corruption prevention, strengthening the enforcement and education/awareness. The project director assisted in ensuring the quality of the project, coordinated the consultancy input and organized the necessary logistics for the project implementation.</p>
February 2008 - June 2008	EU (Desk study)	EU	Consultant	<p><b>Analysis of the relevance and reliability of available information for the ex post evaluation of the European Social Fund</b></p> <p>The study helped setting the frame for the ex post evaluation of the ESF 2000-2006 programmes. The objective was to analyse the relevance and reliability of available information by reviewing relevant evaluation reports, programme documents, budgets and conducting interviews with key informants. The consultant was responsible for the ESF programmes in Denmark and some of the programmes in the UK.</p>
January 2008 - June 2008	Global (Desk study)	EU	Consultant	<p><b>Evaluation of S&amp;T International Cooperation and FP6 INCO Programme</b></p> <p>The aim of the study was to carry out an ex-post evaluation of EU's international science and technology cooperation with third world countries under EU's Framework Programme 6 in relation to strengthening human and institutional capacity.</p>
February 2008 - May 2008	Belarus	Sida	Consultant	<p><b>Evaluation of Sida funded project(s)</b></p> <p>The objectives of the project were to assess the Belarusian NGO Kalegium's work towards combating drug abuse in Belarus and the cooperation between civil society and local authorities. The consultant conducted interviews with key stakeholders in Belarus and analysed relevant information with regards to the relevance, effectiveness, impact and sustainability of the supported project.</p>
October 2007 - December 2007	Albania (desk study)	Sida	Analyst	<p><b>Study on Corruption in Albania</b></p> <p>Assisted as an analyst in the data collection concerning the level of corruption in Albania.</p>