

CURRICULUM VITAE

Name	Erik Bryld
Nationality	Danish
Date of Birth	19.11.1973
Residence	Denmark
Current Position	Managing Director and Senior Consultant
Specialisation	Evaluation, research, and programme design within resilience and statebuilding

EDUCATION

1997-2000	MSc Socio-Economic Geography, University of Copenhagen, Copenhagen, Denmark
1994-1997	BSc Human Geography, University of Copenhagen, Copenhagen, Denmark
1992-1993	BBA (1 st year), Copenhagen Business School, Copenhagen, Denmark

KEY QUALIFICATIONS

Mr. Bryld is in particular strong in identification, design, research and evaluation. He applies a structured methodological approach to all types of assignments aiming at ensuring logical and evidence-based results. He has undertaken more than 100 assignments in the last twenty years being Team Leader on more than 50 of them. He has undertaken more than 30 design, identification and formulation assignments, 35 reviews, evaluations and assessments, as well as multiple studies and analyses.

Stabilisation and resilience

Mr. Bryld has worked in fragile and conflict affected areas since 2001, focusing on stabilisation, resilience as well as engagement in the humanitarian-development-peace nexus. He has undertaken political-economy and conflict analyses at local and national level, and assessed the impact of development programmes on conflict. Assignments have included contextual analyses, identification, formulation and evaluations of donor strategies, resilience programmes, refugee and IDP related interventions, and conflict resolution processes. Analyses undertaken have included issues pertaining to marginalisation, migration, internal displacement, gender equality, women's empowerment and ethnicity. Erik has undertaken multiple trainings related to working in fragile states including HEAT.

Statebuilding

Mr. Bryld has over the years worked extensively with governance and statebuilding from human rights and democracy to decentralisation and public sector reform in great parts of Africa, Middle East, Eastern Europe and Asia. He has been engaged in the identification, formulation and evaluation of large as well as smaller scale statebuilding, human rights, justice, democratization, as well as decentralization programmes, focusing on rights holders as well as duty bearers. Mr. Bryld has experience in assessing the capacity of governance institutions at local and national level, and he is fully abreast with the application of a Human Rights Based Approach to development.

LANGUAGES

	Reading	Speaking	Writing
Danish	Mother Tongue	Mother Tongue	Mother Tongue
English	Excellent	Excellent	Excellent
French	Basic	Basic	Basic
German	Average	Average	Average
Swedish	Good	Good	Good
Nepali	-	Average	-

Employment Record

2010 – Present	Managing Director and Senior Consultant, Tana Copenhagen ApS, Denmark
2008 – 2009	Senior Consultant and Director, Skadkaer Bryld Kenya Ltd., Kenya
2005 – 2008	Senior Consultant and Governance Team Manager, COWI A/S, Denmark
2004 – 2005	Consultant, Passage, Denmark
2001 – 2004	Urban Development Officer, United Nations Development Programme, Nepal
2000 – 2001	Project Coordinator, SLUSE, Denmark
1997 – 1999	Programme Assistant, Danish Ministry of Foreign Affairs, Denmark
1998 – 1998	Intern, United Nations Secretariat

Countries Worked in: Afghanistan, Bangladesh, Burundi, Cambodia, Djibouti, Ethiopia, EU, Georgia, Ghana, India, Indonesia, Iraq, Jordan, Kenya, Kosovo, Malaysia, Nepal, Nigeria, Pakistan, Palestine, Rwanda, Somalia, South Africa, South Sudan, Sri Lanka, Sudan, Tanzania, Uganda, Ukraine, USA, Vietnam, Zimbabwe

Professional experience

Date	Location	Client	Position	Description
August – December 2020	Kosovo (remote)	Sida Contact: Erik Petterson erik.pettersson@gov.se	Team Leader	<p>Evaluation of the Project to Support Policy Development Evaluation of Sida capacity development support to the Office of the Prime Minister in Kosovo. Assessment of effectiveness of policy development process following Swedish assistance. Undertaken remotely due to COVID-19.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Team Leader of 3 - Methodology development of evaluation according to OECD-DAC focusing on relevance, coherence, effectiveness, efficiency, impact and sustainability - Online theory of change and self-assessment workshops - Online surveys and remote interviews - Development of inception report, desk report and evaluation reports
June-August 2020	Somalia (remote)	Danish Immigration Authorities	Team Leader	<p>Medical Country of Origin Information (MEDCOI)</p>
May 2020 – February 2021	Global	Sida Contact: Marie Junes Marie.Junes@sida.se	Team Leader	<p>Evaluability study of Sweden’s democracy promotion Assessment of the evaluability of Sida’s support to democracy globally. Assessment included three separate studies: (1) feasibility study of democracy support, (2) mapping of other donors and research on best practices of democracy promotion theories of change, and (3) mapping of best practices of donors and research of assessing effects of democracy support.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Team leader of 5 - Evaluability and mapping methodology development - Design and recommendations for full global democracy evaluation terms of reference. Including recommendations for remote implementation - Workshops online and in Stockholm - Development of inception report, feasibility study and two separate mapping reports - Dissemination in Stockholm
April 2020	Somalia	GIZ Contact: Alice Amayo alice.amayo@giz.de	Team Leader	<p>Integrated Peace and Conflict Assessment Integrated Peace and Conflict Analysis for the revitalisation of the GIZ Technical and Vocational Education and Training (TVET) programme in Somalia. Assessment of conflict dynamics and human rights situations in the project’s four locations: Kismayo (Jubaland), Garowe (Puntland), Hargeisa (Somaliland) and Mogadishu (Benadir)</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Team leader of 2 - Desk assessment and interviews - Analysis - PCA matrix and report production

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January 2020	Denmark	Danida Fellowship Centre (DFC) Contact: Anette Kaalund-Jørgensen, AKJ@dfcentre.dk	Trainer	Political economy analysis and decentralisation course Training provided to management staff in public sector institutions, NGOs and private sector from across Africa, Asia. Latin America and Middle East in political-economy analysis and decentralisation. The training was part of the Tana implemented DFC Strategic Leadership Course Activities performed: <ul style="list-style-type: none"> - Develop training material - Training to 25 participants - Feedback session
August 2019 – March 2020	Somalia	Norwegian Agency for Development Cooperation Contact: Anette Wilhelmsen, anette.wilhelmsen@norad.no	Team Leader	Evaluation of Norwegian Engagement in Somalia 2012-2018. A longitudinal evaluation to assess effects of the total Norwegian engagement in Somalia affecting development, including both financial and technical support, and diplomatic and political advocacy. Theory based timeline approach. Activities performed: <ul style="list-style-type: none"> - Team Leader of 7 - Methodology development of evaluation according to OECD-DAC focusing on relevance, effectiveness, efficiency, impact and sustainability - Workshops in Oslo - 2 field missions to Kenya and Somalia - Development of inception report, desk report and evaluation reports - Dissemination in Oslo - Lead on governance and democracy related engagements
June 2019 – January 2020	Ukraine	Ministry of Foreign Affairs of Denmark. Contact: Mikael Erbs-Jørgensen, Chief Adviser, mikerb@um.dk	Team Leader	Scoping and Formulation of EU and Danish Assistance to Anti-Corruption in Ukraine 2020-2025 The purpose of the scoping and formulation mission was to identify and design the second phase of the joint EU and Danish support to anti-corruption institutions, parliament, private sector and civil society and media to strengthen the implementation of the Ukrainian anti-corruption policy (EUACI II). The support includes cooperation with other EU member states as well as capacity development to targeted institutions. Activities performed: <ul style="list-style-type: none"> - Team leader of team of 5 - Assessment of context and institutional needs - Consultations with stakeholders in Brussels, Denmark, Ukraine and EU member states - Coordination with other donor initiatives in Ukraine - Development of theory of change, results matrix, risk analyses - Design of concept note programme documentation in accordance with EU as well as Danida guidelines
February 2019 – November 2019	South Sudan	Norwegian Agency for Development Cooperation Contact: Anette Wilhelmsen, anette.wilhelmsen@norad.no	Team Leader	Evaluation of Norwegian Engagement in South Sudan. A longitudinal evaluation to assess effects of the total Norwegian engagement in South Sudan affecting development, including both financial and technical support, and diplomatic and political advocacy. Theory based timeline approach. Activities performed: <ul style="list-style-type: none"> - Team Leader of 7 - Methodology development of evaluation according to OECD-DAC focusing on relevance, effectiveness, efficiency, impact and sustainability

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				<ul style="list-style-type: none"> - Workshops in Oslo - 2 field missions to South Sudan - Development of inception report, desk report and evaluation reports - Dissemination in Oslo - Lead on governance and democracy related engagements
May 2019 - August 2019	Somalia	DFID Contact: Joanne McFadden, j-mcfadden@dfid.gov.uk	Team Leader	<p>Review of Third Party Monitoring approaches used in Somalia</p> <p>The review included an assessment of lessons around the application of TPM; what does or does not work for different programmes or contexts? And the identification of whether there was potential to be more joined up across DFID and wider in Her Majesty's Government (HMG) and with other donors). A total of 21 TPMs were assessed with emphasis on TPM by DFID and HMG</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Team Leader of 3 - Methodology development of TPM assessment - Workshops in Nairobi with development partners - Interviews with implementing partners - Development of inception report, desk report and final TPM assessment report - Dissemination in Nairobi
January 2019 – June 2019	Somalia	UNHCR Contact: Bornface Banda, bandab@unhcr.org	Team Leader	<p>Developing Settlement Management guidelines for the Benadir Regional Administration (BRA: Mogadishu's mayor's office)</p> <p>Drafting and consultations of a code of conduct and guidelines for managing informal settlements in Mogadishu and capacity development of the BRA in the process.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Team Leader of 4 - Drafting of code of conduct and guidelines - Consultations with government partners, donors, UN and internally displaced persons - Capacity development of BRA staff on guideline implementation - Regular field missions to Mogadishu
January 2019	Denmark	Danida Fellowship Centre (DFC) Contact: Anette Kaalund-Jørgensen, AKJ@dfcentre.dk	Trainer	<p>Political economy analysis and decentralisation course</p> <p>Training provided to management staff in public sector institutions, NGOs and private sector from across Africa, Asia, Latin America and Middle East in political-economy analysis and decentralisation. The training was part of the Tana implemented DFC Strategic Leadership Course</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Develop training material - Training to 25 participants - Feedback session

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September-October 2018	Ghana	Ministry of Foreign Affairs of Denmark. Contact: Birthe Larsen, Chief Adviser, birlar@um.dk	Programme specialist	Technical review of the Ghana Tax & Development Programme. Review of implementation progress and recommendations for a sustainable exit of the programme. The programme focuses on support to the Ghana Revenue Authority Activities performed: <ul style="list-style-type: none"> - Design of assessment methodology - Assessment of programme progress against Danida guidelines - Recommendations for focusing programme and ensuring a sustainable exit. This included recommendations pertaining to project prioritisation, management arrangements, M&E, risk management and financial management
May 2018 – January 2019	Somalia (and Bosnia, Guatemala and Rwanda)	Swedish International Development Agency. Contact: Åsa Wallton, Head of Peacebuilding , Asa.Wallton@sida.se	Team Leader	Global evaluation of Sida's support to peacebuilding in conflict and post-conflict situations since early 1990s. The first longitudinal evaluation of peacebuilding related strategic engagements undertaken by Sida. The objective was to evaluate how Sida has approached peacebuilding on the strategic level in different contexts. Activities performed: <ul style="list-style-type: none"> - Team leader of team of 4 - Methodology development of evaluation according to OECD-DAC focusing on relevance, effectiveness, efficiency, impact and sustainability - Development of longitudinal mapping methodology specific for this evaluation - Desk review and mapping exercises - Consultations with stakeholders in Stockholm and in the field - In addition to over TL, lead on Somalia country study - Validation of results through workshops - Development of inception and final evaluation reports and presentation to the public
May-August 2018	Somalia	Mott MacDonald on behalf of DFID. Contact: Damir Hadzic, CEO, Damir.Hadzic@mottmac.com	Team Leader	Facilitation of the development of an IDP policy for the Mayor of Mogadishu (the Benadir Regional Administration - BRA). The policy is aimed at ensuring durable solutions for IDPs in Mogadishu with a focus on integration and a long-term solutions in the development-humanitarian nexus Activities performed: <ul style="list-style-type: none"> - Team Leader of team of 5 - Assessment of IDP context and political economy in Mogadishu - Identification of policy pointers with BRA - Design of draft policy - Consultations with district commissioners, federal government and international community - Finalisation of policy
May-August 2018	Somalia	Embassy of Denmark in Kenya Contact: Nina Berg, Deputy Head of Development, ninber@um.dk	Team Leader	Formulation of the next Danish country programme for Somalia 2019-2023. The programme includes support to constitutional review, human rights, decentralisation, public sector reforms, private sector development and durable solutions and safety nets. Cross-cutting focus on resilience Activities performed: <ul style="list-style-type: none"> - Team Leader of team of 3 - Assessment of political-economy, institutional context and security situation - Drafting of inception note and mission plan - Field mission to Somalia and Kenya to interview key

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				stakeholders - Development of programme document and development engagement documents with theory of change, results matrices, risk management arrangements, communication strategy etc. in line with Danida Aid Management Guidelines
March-June 2018	Afghanistan	Embassy of Denmark in Afghanistan Contact: Nathalie Faye Hicks, Head of Development, nathic@um.dk	Team Leader	Formulation of the next Danish country programme for Afghanistan. The programme includes support to governance, anti-corruption, human rights, education, and private sector development. Activities performed: <ul style="list-style-type: none"> - Team Leader of team of 2 - Assessment of political-economy, institutional context and security situation - Drafting of inception note and mission plan - Field mission to Kabul to interview key stakeholders - Development of programme document and development engagement documents with theory of change, results matrices, risk management arrangements, communication strategy etc. in line with Danida Aid Management Guidelines
January-February 2018	Ukraine (desk)	Ministry of Foreign Affairs of Denmark. Contact: Marie Pedersen Haug, Head of Section, marhau@um.dk	Development specialist	Design of Concept Note for Danish stabilisation support to Ukraine Identification and outline of Danish support to peace and reconciliation efforts through the UN in Eastern Ukraine. Activities performed: <ul style="list-style-type: none"> - Assessment of background documentation - Development of theory of change, results framework and risk matrix - Drafting of concept note in compliance with Danida Aid Management Guidelines
November 2017-December 2019	Somalia	International Institute for Environment and Development (iied) of behalf of East-African Research Facility under DFID Contact: Emma Grant, Co-principal investigator, emma.grant@sddirect.org.uk	Research Director Somalia	Shelter provision in East African Cities: Understanding Transformative Politics for Inclusive Cities A comparative analysis of systems of shelter provision in 3 East African cities in order to identify policy-relevant, locally-driven solutions for improving shelter at scale for low-income women, men, and other vulnerable groups. The research offer a multi-sectoral discussion of systems of land-for- shelter, housing, and basic service provision in 3 cities varying in their social, economic and political profiles: Nairobi, Hawassa, and Mogadishu. In Mogadishu there is special emphasis on Internally Displaced Persons (IDPs). Activities performed: <ul style="list-style-type: none"> - Team Leader of team of 5 - Design of Somalia research methodology - Leading research implementation in Somalia - Production of knowledge products

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September- November 2017	Africa (desk)	Swedish International Development Agency. Contact: Aklilu Desta, Desk Officer, aklilu.desta@gov.se	Team Leader	Evaluation of ACCORD Evaluation of ACCORD think Tank in accordance with OECD-DAC evaluation guidelines. The team used a theory-based evaluation using most significant change. Activities performed: <ul style="list-style-type: none"> - Team Leader of team of 3 - Design of research methodology - Oversight of evaluation implementation - Quality assurance of all products
September 2017- February 2018	Somalia	Mott MacDonald on behalf of DFID. Contact: Damir Hadzic, CEO, Damir.Hadzic@mottmac.com	Team Leader	Gender Equality and Social Inclusion (GESI) in IDP settlements in Mogadishu Testing new approaches to prevent Female Genital Mutilation (FGM), Gender-Based Violence (GBV) and child marriages using political-economy approaches at the local level in informal IDP settlements. Activities performed: <ul style="list-style-type: none"> - Team Leader of team of 5 - Design and implementation of training package for camp managers and Gender Equality Groups - Design and facilitation of awareness raising activities - Design and implementation of action research monitoring - Production of milestone reports - Production and publication of GESI reports
May – August 2017	Ukraine	Ministry of Foreign Affairs of Denmark. Contact: Marie Pedersen Haug, Head of Section, marhau@um.dk	Lead Author	Inception review of the Danida implemented EU Anti-Corruption Initiative in Ukraine Review of the EUACI support to key anti-corruption institutions in Ukraine as well as the EUACI management setup. Activities performed: <ul style="list-style-type: none"> - Assessment of results frameworks and strategic plans - Assessment and facilitation of training of M&E framework - Assessment of capacity development approach to anti-corruption institutions - Assessment of support to civil society - Lead author on review report
February 2017 – January 2018	Somalia	Mott MacDonald on behalf of DFID. Contact: Damir Hadzic, CEO, Damir.Hadzic@mottmac.com	Team Leader	Testing the enhancement of accountability of informal camp managers (gatekeepers) in Kismayo and Bossaso Pilot project testing ToC for enhancing the accountability of informal camp managers of IDP camps in Kismayo and Bossaso based on pilot project from Mogadishu and political economy analysis. The project includes capacity development, transparency activities in the camps and dialogue with government and donors on improved accountability mechanisms. Implementation including staff and numerous field missions to Kismayo and Bossaso. Activities performed: <ul style="list-style-type: none"> - Team Leader of team of 5 - Design and implementation of training package for camp managers - Design and implementation of camp transparency measures (notice boards and campaigns) - Design and implementation of camp manager certification system - Design and implementation of action research monitoring - Production of milestone reports - Production and publication of political-economy reports

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January – September 2017	Georgia and Ukraine	Ministry of Foreign Affairs of Denmark. Contact: Marie Pedersen Haug, Head of Section, marhau@um.dk	Team Leader	<p>Scoping and formulation of the next Danish Neighbourhood Programme (DANEP) 2017-2021</p> <p>The purpose of the scoping and formulation mission was to identify and design the overall policy as well as detailed programmes for Danish support to democracy, human rights, growth, employment and energy in Georgia and Ukraine 2017-2021. The assignment included four missions to undertake the full process from initial identification of the support to the final approval of the policy and programmes.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Team leader of team of 6 - Assessment of political-economy, institutional context and needs and conflict/fragility - Consultations with stakeholders in Denmark, Ukraine and Georgia - Development of DANEP policy paper - Development of theory of change, results matrix, risk analyses - Design of concept notes for the two countries - Hold workshops with partners to design development engagements - Design programme documents for the two countries
January-December 2017	Somalia	Mott MacDonald on behalf of DFID. Contact: Damir Hadzic, CEO, Damir.Hadzic@mottmac.com	Team Leader	<p>Enhancing accountability of informal camp managers (gatekeepers) in Mogadishu, phase II</p> <p>Implementation project testing mechanisms for enhancing the accountability of informal camp managers (gatekeepers) 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. Implementation including staff and numerous field missions in Mogadishu.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Team Leader of team of 7 - Design and implementation of IDP training package for camp managers - Design and implementation of government monitoring mechanism for IDP settlements - Facilitation of joint NGO approach to IDP settlement aid delivery - Design and implementation of political economy analysis action research (including social mapping processes) - Production of milestone reports - Production and publication of political-economy reports and knowledge products
August-December 2016	Ethiopia/ Africa	Swedish International Development Agency. Contact Petter Meirik, Head of Section, petter.meirik@sida.se	Team Leader	<p>Evaluation of the International Training Course of Peace and Security in Africa</p> <p>The purpose of the evaluation was to identify results and lessons learned from the Peace and Security in Africa training course aimed at enhancing the capacity of key staff in the African Union and the Regional Economic Communities in Africa. The team applied an outcome harvesting approach combined with a Most Significant Change tracking of results. The assignment included field missions to AU and IGAD headquarters in Ethiopia and WANEP in Ghana.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Team leader of team of 4 - Methodology development of evaluation according to OECD-DAC focusing on relevance, effectiveness, efficiency, impact and sustainability

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				<ul style="list-style-type: none"> - Desk review and mapping exercises - Online surveys of participants and managers - Consultations with stakeholders and participants in Africa as well as Stockholm - Validation of results at validation meetings
September-December 2016	Desk-based	ICON/European Commission Contact: Sophie Mottram, Project Manager, ICON	Quality Assurance	Quality assurance of Mid-term evaluation of the European Instrument for Stability and Peace 2014-2015 <ul style="list-style-type: none"> - Refinement of evaluation matrix with focus on judgement criteria and indicators - Questionnaire review, assessed quality of interview guidelines and templates - Provided comments and thematic proof reading of the desk report - Provided comments and thematic proof reading of the draft final report
June-October 2016	Ukraine	Ministry of Foreign Affairs of Denmark. Contact: Marie Pedersen Haug, Head of Section, marhau@um.dk	Team Leader	Scoping and Formulation of EU and Danish Assistance to Anti-Corruption in Ukraine 2016 The purpose of the scoping and formulation mission was to identify and design joint EU and Danish support to anti-corruption institutions, parliament and civil society and media to strengthen the implementation of the Ukrainian anti-corruption policy. The support includes cooperation with other EU member states as well as capacity development to targeted institutions. The assignment included field missions to Ukraine, Lithuania, Poland and Romania. Activities performed: <ul style="list-style-type: none"> - Team leader of team of 3 - Assessment of context and institutional needs - Consultations with stakeholders in Brussels, Denmark, Ukraine and EU member states - Coordination with other donor initiatives in Ukraine - Development of theory of change, results matrix, risk analyses - Design of concept note programme documentation in accordance with EU as well as Danida guidelines
February – April 2016	Somaliland	Embassy of Denmark in Nairobi. Contact: Kira Sindbjerg, Deputy Head of Mission kirsin@um.dk	Team Leader	Evaluation of the Somaliland National Development Plan 2011-2016 The overall purpose of this evaluation was to generate, discuss and document lessons that can be learned from the National Development Plan, Somaliland Special Arrangement and Somaliland Development Fund for the next cycle of national planning post-2016. The findings directed the design of the next plan. The assignment included field missions to Hargeysa, Borao, Berbera and Boroma. Activities performed: <ul style="list-style-type: none"> - Team leader of team of 5 - Assessment of existing NDP framework, SSA arrangement and SDF - Evaluation according to OECD-DAC focusing on relevance, effectiveness and impact - Semi-structured interviews and focus group discussions - Design of framework for the development of new national development plan
October 2015 – September 2016	Somalia	Mott MacDonald on behalf of DFID. Contact:	Team Leader	Enhancing accountability of informal camp managers (gatekeepers) in Mogadishu Pilot project testing ToC 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

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		Damir Hadzic, CEO, Damir.Hadzic@mottmac.com		improved accountability mechanisms. Implementation including staff and numerous field missions in Mogadishu. Activities performed: <ul style="list-style-type: none"> - Team Leader of team of 7 - Design and implementation of training package for camp managers - Design and implementation of camp transparency measures (notice boards and campaigns) - Design and implementation of camp manager certification system - Design and implementation of action research monitoring - Production of milestone reports - Production and publication of political-economy reports
October 2015 – February 2017	Kenya, Afghanistan and Pakistan	Ministry of Foreign Affairs of Denmark. Contact: Jakob Bugge, Head of Section, jakbug@um.dk	Team Leader	Design of M&E framework for Danish Peace and Stabilisation fund (PSF) To improve programme overview and reporting the assignment included the design of a new M&E framework for the PSF, covering DAC-funding as well as non-DAC funding implemented by the Ministry of Foreign Affairs and well as the Ministry of Defence. The assignment included field missions to Kenya, Afghanistan and Pakistan. Activities performed: <ul style="list-style-type: none"> - Team leader of team of 3 - Assessment of existing M&E framework - Design of new M&E framework - Design and implementation of M&E help-desk function
July 2015 – February 2016	MENA	Ministry of Foreign Affairs of Denmark. Contact: Pernille Mortensen, Head of Section, permor@um.dk	Team Leader	Facilitation of the design of the Danish-Arab Partnership Programme (DAPP) 2017-2021 concept note Facilitated the design of the next concept note for the DAPP programme for Danish support to the Middle East and North Africa (MENA) 2017-2021. The assignment included field mission to Jordan. Activities performed: <ul style="list-style-type: none"> - Team leader of team of 4 - Background analysis related to: context; Danida instruments; donor mapping; thematic papers on reform, dialogue, migration and Countering violent Extremism - Facilitation of consultation with partners in Denmark through four workshops - Arranging and implementing Conference for MENA partners in Amman - Drafting concept note
March – May 2015	Iraq	Danish Ministry of Foreign Affairs. Ambassador, Gert Meinecke germei@um.dk +45 3392000	Team Leader for Phase I	Identification of Danish Assistance to Human Rights and Stabilisation in Iraq Denmark is part of the Global Coalition to Counter ISIL. In addition to the military support Denmark will provide civilian support stabilisation support through four development engagements: 1. Fast track stabilisation support for newly liberated areas, 2. Support to security sector reform, 3. Strengthen participatory and accountable governance and 4. Strengthen a stable and peace-building media environment. The programme will from 2016 be integrated in a regional programme including Syria and Iraq. Activities performed: <ul style="list-style-type: none"> - Assessed partner documentation and identified needs for

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				<p>improvement</p> <ul style="list-style-type: none"> - Identified needs within governance and human rights <p>Outputs:</p> <ul style="list-style-type: none"> - Draft identification note and inputs to programme concept note according to Danida Aid Management Guidelines
April - May 2015	Somalia	<p>Mott MacDonald on behalf of DFID.</p> <p>Contact: Damir Hadzic, CEO, Damir.Hadzic@mottmac.com</p>	Team leader	<p>Making Gatekeepers Accountable – A Feasibility Study</p> <p>Feasibility study of improving accountability of gatekeepers in IDP camps in Mogadishu. The study included conduction of a political-economy analysis around IDP camps in Mogadishu and identification of possible entry points for influencing the situation to be human rights compliant. The assignment included field missions to Somalia (Mogadishu) and Kenya.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Team leader of team of 3 - Risk assessment in regards to the implementation phase - Identification of milestones linked to indicators - Development of programme methodology and approach - Semi-structured interviews with IDP camp managers, NGOs and Government - Design of programme for implementation.
May - August 2015	Nigeria and Ghana	<p>Danish Ministry of Foreign Affairs.</p> <p>Contact: Anders Bjørn Hansen, Deputy Head of Africa anbha@um.dk Tel. +45 3392 0000</p>	Lead Author	<p>Identification and Formulation of Danish Assistance to Maritime Security and Counter-piracy in the Gulf of Guinea</p> <p>Formulation of assistance to enhance the ability to monitor the maritime domain and address maritime crime. The assignment included field missions to Nigeria and Ghana</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Consultations with stakeholders in Denmark, Europe and the Gulf of Guinea Region - Coordination with different departments in the Danish Ministry of Foreign Affairs and between the Danish Ministry of Defence, Defence Command Denmark and several Danish Embassies - Identification of implementing partners for the programme - Design of programme document and development engagements
March - June 2015	Afghanistan	<p>Swedish International Development Agency.</p> <p>Contact: Elisabet Hellsten, Elisabet.Hellsten@sida.se, +46 (0)70 548 4543.</p>	Team Leader	<p>Long-term advisory services of UNDP's Afghanistan Sub-national Governance Program (ASGP)</p> <p>Long-term advisory services in the form of results-based management process support to the new Local Governance Programme (LoGo) for Afghanistan implemented by the Government and UNDP. Focus on improving theory of change, programme log-frame and indicators and ensuring gender equality and women's empowerment in the design. The assignment included three field missions to Kabul</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Team leader of team of 2 - Desk assessment of the latest version of the ToC - Thematic reports on ToC, gender inclusion and capacity assessment of public services drafted - Report with recommendations for Sida's cooperation and monitoring of SNG, and lessons learned in the advisory process

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January – May 2015	Pakistan	Danish Ministry of Foreign Affairs and the Danish Centre for Culture and Development (CKU)	Programme Design Expert	<p>Support to inception phase of CKU Pakistan Programme</p> <p>Support to the programme design of CKU’s Culture and Development programme for Pakistan, supporting rights of artists and linking crafts producers and textile workers with the market. The first part of the assignment consisted of supporting CKU and the Danish Embassy in setting up the management and organisational structures of the programme. The second part of the assignment consisted of preparing the staff in CKU to manage the programme. The assignment included field missions to Islamabad and Lahore.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Design of programme plans and procedures - Identification of programme partners - Conduction of Theory of Change workshop - Revision and finalisation of programme budgets
October 2014 - February 2015	South Africa, Ukraine and Uganda	<p>Swedish International Development Agency.</p> <p>Contact: Johan Norqvist, +46 (0) 8 698 56 70, Johan.Norqvist@sida.se.</p>	Team Leader	<p>Evaluation of the Implementation and Results of the Swedish Strategy for Democracy Support for Party Affiliated Organisations 2012-2014 (PAO)</p> <p>Evaluation of the implementation and results of the Swedish Strategy for Democracy Support for Party Affiliated Organisations 2012-2014. The evaluation was focused on the assessment of outputs and short-term results as well as an assessment of the relevance of the support to PAOs to the Strategy objectives and the contribution to the desired results. Theory-based evaluation using Most Significant Change addition. The assignment included field missions to Uganda, Ukraine, and South Africa</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Team leader of team of four - Comparative analysis of political party support by like-minded donors - Mapping of supported projects and organisations - Reassessment of ToC - Semi-structured interviews and focus group discussions - Validation workshops - Production of country reports and synthesis report
October 2014 – June 2015	Africa Regional	<p>Danish Ministry of Foreign Affairs.</p> <p>Contact: Peter Lassen, Counselor, Danish Embassy in Addis Ababa, e-mail petlas@um.dk</p>	Results-based Management Expert	<p>Update of Results Framework of Africa for Peace Programme Phase III</p> <p>Assisted the Danish Embassy in Addis Ababa with updating the results framework for the five Development Engagements included in the programme and develop baselines for the programme in co-operation with the five partners (AU, ECOWAS, KAIPTC, WANEP, IGAD) in order to facilitate the necessary ownership. The assignment included field missions to Abuja.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Desk study of results frameworks with baselines and plans for the five partner organisations - Refinement of results matrices with APP partners - Identification of possible improved results, baselines and targets in the plans of the organisations

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August – October 2014	Afghanistan	Swedish International Development Agency. Contact: Elisabet Hellsten, Elisabet.Hellsten@sida.se, +46 (0)70 548 4543.	Team Leader	<p>Result-Oriented Evaluation of UNDP’s Afghanistan Sub-national Governance Program (ASGP)</p> <p>Evaluation based on Outcome Mapping Approach with qualitative data collection methods in the Northern parts of Afghanistan. The team assessed the overall progress of the ASGP and specific outcome level results for the provinces supported by Sweden in Northern Afghanistan. The evaluation had a specific focus on results-based management. The evaluation provided findings, conclusions and recommendations for Sida to use in Sida’s assessment of UNDP/ASGP and the possible renewal of the agreement for 2015-2017. The assignment included field missions in Northern provinces in Afghanistan (Balkh, Samangan, Sar-e-Pul and Jowzjan) and Kabul.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Team leader of team of 4 - Analysis of results through desk assessment and data collection in the field - RBM analysis - ToC workshop with partners - Semi-structured interviews and focus group discussions - Validation workshop with partners - Production of evaluation report
April – September 2014	Bangladesh and Kenya	Swedish International Development Agency. Contact: Paula Kemfors, +46 8 698 5631, paula.kemfors@sida.se	Team Leader	<p>Evaluation of Business for Social Responsibility HERproject</p> <p>Evaluation of the HERproject’s support to improving the welfare and rights of women in the supply chain of multilateral corporations. The assignment covered an assessment of the HERproject’s relevance to Sida’s policies and beneficiary needs; effectiveness in delivering against targets; cost-effectiveness; sustainability; and impact. The evaluation team applied an utilisation focused global evaluation approach with a specific focus on relevance and outcomes. In the field the team applied a Theory of Change approach using qualitative methods. The assignment included field missions to Bangladesh and Kenya.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Team leader of team of four - Overall team leadership and the production of key outputs including inception report, validation workshops, and final report - Desk review and analysis - Semi-structured interviews and focus group discussions
April – June 2014	Africa Regional	Danish Ministry of Foreign Affairs. Contact: Anne Maria Madsen, anmmad@um.dk, +45 3392 0000.	Team Leader	<p>Formulation: Support to UNECA Business Plan 2014-2015</p> <p>Programme formulation of the “Support to UNECA Business Plan 2014 – 2015”. The main objective of the programme was to strengthen the capacities of UNECA and its regional partners to enhance their ability to deliver. The programme goal was to promote regional economic integration. Specific focus of the assignment was trade and economic integration, and social development. The assignment included field missions to Addis Ababa.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Desk study of relevant programme documents - Conduction of meetings with embassy and UNCEA staff - Writing of final programme document
March – September 2014	Afghanistan	Danish Ministry of Foreign Affairs.	Governance Specialist	<p>Formulation of Afghanistan Country Programme</p> <p>Programme formulation of Danida’s Afghanistan Country Programme (ACP) which covers the bulk of Danish development assistance to Afghanistan under a coherent programme to a value of around €134</p>

Date	Location	Client	Position	Description
		Contact: Peter Kolding, Deputy Head of Mission, petkol@um.dk		million over three years (2015-2017). The main focus of the ACP is on governance, growth and education. The assignment included field missions to Kabul. Activities performed: <ul style="list-style-type: none"> - Consultations with the Embassy and other key stakeholders - Assessment of the Afghanistan Reconstruction Trust Fund - Drafting of governance thematic programme document and engagement documents, including results matrix and thematic ToC
December 2013 – May 2014	Somalia	Danish Ministry of Foreign Affairs. Contact: Kira Smidt Sindbjerg, kirsin@um.dk , +254 0729 810 614	Team Leader	Background Analysis on the context of Somalia to feed into the Synopsis for the Danish Somalia Policy Paper 2014 – 2019 Contextual analysis of development, humanitarian and stabilisation challenges and opportunities in Somalia in order to provide a sound basis for deciding on future Danish policy and support for Somalia. The analysis was focused on identifying drivers of change and outlining a suggested theory of change, and identifying key risks and mitigating strategies related hereto, for the future Somali-Danish cooperation. The report included emphasis on rights based approach and the promotion of gender equality and women’s empowerment. Activities performed: <ul style="list-style-type: none"> - In-depth context analysis including analysing development opportunities and challenges as well as taking stock of the political economic, humanitarian, and security situation
November 2013 – April 2014	Iraq	Swedish International Development Agency. Contact: Helena Bådagård, helena.badagard@sida.se, + 46 (0)70 365 48 62.	Team Leader	Evaluation of the Open Fun Football Schools Project by Cross Cultural Project Association Evaluation of the extent to which the Open Fun Football Schools (OFFS) project was implemented in coherence with the programme document and the Cross Cultures Project Association (CCPA) theory of change as expressed in the narrative programme proposal and the log frame, with specific regard to sustainability issues. The assignment included field missions to Iraq. Activities performed: <ul style="list-style-type: none"> - Team leader of team of 3 - Theory of Change workshop with CCPA - SWOT workshop with OFFS trainers - Focus group interviews (with kids, parents and volunteers) - Interviews with government and municipal officials, CSOs and football clubs. - Recommendations to Sida
December 2013 – January 2014	Afghanistan	Danish Ministry of Foreign Affairs. Contact: Anne Louise Grindsted, Danish Embassy Kabul. anngri@um.dk	Public Financial Management Specialist	Identification for the Afghanistan Adjusted Country Programme Identification assignment focusing on scoping for and design of the consolidated Danish development support to Afghanistan from 2015-2017 covering inputs to the governance, democracy & human rights; education; and growth & development sectors. Total value is approx. DKK 1 billion over 3 years. As part of the assignment, Tana provided recommendations for possible interventions to be supported as well as overall strategic issues, including alignment with Human Rights Based Approach (HRBA), and further streamlining of the overall portfolio. The assignment included field missions to Afghanistan. Activities performed: <ul style="list-style-type: none"> - Identification processes, including context analysis, scenario development, theory of change, risk analysis - Assessment of possible interventions, including progress made

Date	Location	Client	Position	Description
				<p>with existing support packages as well as openings with new programmes</p> <ul style="list-style-type: none"> - Interviews with key stakeholders in Kabul undertaken by remote video link. These included Government officials, UN and WB officials, NGOs, and donor representatives - Support to the Danish Embassy in relation to the drafting of programme Concept Note, including HRBA and Risk analyses
October 2013 – January 2014	Afghanistan	Swedish International Development Agency.	Team Leader	<p>Impact evaluation of the Afghanistan Research and Evaluation Unit and the Afghan Analyst Network</p> <p>Impact evaluation of of the Afghanistan Research and Evaluation Unit (AREU) and the Afghan Analyst Network (AAN). The assignment was made up of two different evaluations. The objective of the assignment was to evaluate the impact, relevance and timeliness of research initiatives, quality of publications and sustainability. The evaluation was conducted in accordance with the OECD-DAC evaluation standards and criteria. Quantitative as well as qualitative techniques were applied. The assignment included field missions to Afghanistan</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Team leader of team of 4 - Theory of change assessment of the institutions - Context-timeliness-relevance assessment, which resulted in a mapping exercise of outputs against contextual developments and key development and political events in Afghanistan - Document quality assessment against credibility, utility, with specific attention to cross-cutting issues and the extent to which these apply a Human Rights-Based Approach (HRBA) - Quantitative assessment of quality, ownership and influencing parameters such as output/budget tracking, tracking of author nationalities as well as tracking of use of internal/external researchers.
August – December 2013	Denmark	Danida Fellowship Centre Contact: Lars Pedersen, lp@drcentre.dk, +45 3524 8472.	Course Manager	<p>Local Municipal Elections Course</p> <p>Training course for Danida Fellowship Centre (DFC) partners. The course objective was to strengthen the capacity and knowledge of partners working with local elections in Danida partner countries. The aim was to learn through critical reflection and to be inspired from the “Danish way” of carrying out local level elections. The course also aimed at providing an environment of joint learning on best practices with election management based on experiences from the participants’ own countries (Bhutan, Palestine, Kenya, Tanzania, Zimbabwe and Nigeria).</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Developed course design and flow - Cooperated with researchers and external presenters - Facilitated and conducted sessions during the course - Responsible for all logistics during the course - Course evaluation

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October – November 2013	Ghana, Nepal, Tanzania, Uganda	Danish Ministry of Foreign Affairs. Contact: Henrik Vistisen, hevist@um.dk, +4533921220	Team Leader	<p>Appraisal and reformulation - Building Stronger Universities in Developing Countries – phase II</p> <p>Appraisal and formulation of phase II of the programme “Building Stronger Universities in Developing Countries”.</p> <p>The assignment included quality assurance of the first draft programme document in regards to design and documentation, and ultimately to substantiate and qualify the information available to the granting authority in its decision to appropriate funds or not. Further the assignment covered the reformulation of the BSU II programme document according to Danida guidelines, strategies, lessons learnt in phase I and Danida quality standards and requirements, and to make a learner management structure for the programme.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Team leader of team of 3 - Assessment of the adequacy of the monitoring and supporting systems - Assessment of the assumptions and risks and the possible consequences for the activities - Assessment of the relevance and effectiveness of the programme - Revised budget, including budget allocations between the seven universities in the south and their partners in the north, allocations for overhead and coordination, programme management, TA etc.
June – October 2013	Africa Regional	Danish Ministry of Foreign Affairs. Contact: Birthe Larsen, birlar@um.dk	Team Leader	<p>Formulation of Africa Programme for Peace, Phase III</p> <p>Formulation of the third phase of the Africa Programme for Peace focusing on support to the African Union and regional institutions (IGAD, ECOWAS, KAIPTC and WANEP) in order to improve their ability to engage in peace and security promotion and enforcement across Africa. The assignment included field missions to Addis Ababa and Abuja.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Team leader of team of 4 - Desk study of available documentation, including lessons learned from previous phases - Interviews with AU, IGAD, ECOWAS and WANEP - Drafting of programme documentation with results matrices, risk matrices, and new ToC
March – August 2013	Somalia	Danish Refugee Council (DRC) Contact: Phyllis Muthon, Interim CDRD Coordinator, E-mail: cdrd.coord@somcdrd.org , mobile: +254 (0) 729 947 866	Team Leader	<p>Political-Economy Analysis of Badhan and Dollow</p> <p>Political-Economy Analysis of power relations and development prioritisation of Badhan and Dollow district in Puntland and South-Central Somalia. Recommendations of programme implementation from a Do No Harm perspective.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Team leader of team of 3 - Designed the methodology to be implemented by local consultants - Carried out a desk analysis. Based on open sources, a background analysis of Sanaag and the Gedo regions as well as Badhan and Dollow districts were carried out - Carried out an in-depth analysis of the information received and was central in identifying additional key interlocutors to be met on the ground

Date	Location	Client	Position	Description
September 2013 – August 2014	Somalia	World Bank Contact: Niels Harild, +1 202 473-5662, nharild@worldbank.org	Team Leader	IDP Somalia Political-Economy Analysis, Phase II Political-economy analysis in Afghanistan with the purpose of informing the World Bank's interim strategy note under preparation. Phase II in particular focused on the history of displacement in Somalia and clan history, dynamics and impact on displacement. Activities performed: <ul style="list-style-type: none"> - Team leader of team of 4 - Literature review - Key informants interviews
February – April 2013	Occupied Palestinian Territories	Danish Ministry of Foreign Affairs. Contact: Rami Rabayah, +972577715774, ramrab@um.dk	Team Leader	Formulation Mission, Human Rights and International Humanitarian Law Secretariat 2014 - 2016 Formulation mission with the aim of designing a programme document with a results framework with measurable indicators for the Secretariat. The results framework was based on a realistic context analysis and risk assessment. The assignment included field missions to Palestine and Israel. Activities performed: <ul style="list-style-type: none"> - Team leader of team of 2 - Interviewed stakeholders on lessons learnt - Developed a final programme support document, including brief Context Analysis, Theory of Change, Results Framework with Measurable Indicators, and Risk Assessment and Management Framework. To be used in negotiations with donors and new implementing managing partner
January – June 2013	Occupied Palestinian Territories and Zimbabwe	Swedish International Development Agency.	Team Leader	Evaluation of Sida & NIR Core Support Program (2009-2012) Evaluation of Sida's core support to the International Council of Swedish Industry (NIR) aiming at creating a conducive business environment in complex markets and promoting the business sector as agent for peace. Evaluation based on outcome mapping and theory of change methodology. The assignment included Field missions to the Occupied Palestinian Territory and Zimbabwe. Activities performed: <ul style="list-style-type: none"> - Team leader of team of 4 - Facilitated Theory of Change workshop for NIR Headquarters in Stockholm - Semi-structured interviews with stakeholders - Evaluation reports for Palestine and Zimbabwe and an overall evaluation report - Presentation and discussion of the evaluation and recommendations to NIR and Sida
February – March 2013	Somalia	World Bank Contact: Niels Harild, +1 202 473-5662 nharild@worldbank.org	Team Leader	IDP Somalia Political/Economy Analysis Political-Economy Analysis of IDP situation in Somalia with a focus on institutions, livelihoods, land and access to services. Analysis based on qualitative interviews at central level and open-ended questionnaires at IDP sites. The assignment included a field mission to Kenya, South Central Somalia, and Somaliland Activities performed: <ul style="list-style-type: none"> - Team leader of team of 3 - Literature review - Developed (qualitative and quantitative) data collection tools and framework to guide the process of data collection

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				<ul style="list-style-type: none"> - Dispatching of data collection teams in Benadir and Gedo regions - Key informants interviews in Nairobi, Mogadishu and Hargeisa
December 2012 – February 2013	Somalia	United Nations Development Program	Team Leader	<p>Design of Decentralisation Policy Development for Somalia, Puntland and South-Central</p> <p>Design of decentralisation policy and road-map for implementation in all regions of Somalia. The UN Joint Programme on Local Governance and Decentralised Service Delivery (JPLG) is a 5-year joint programme of ILO, UNCDF, UNDP, UN-HABITAT and UNICEF. The partners in the Joint Programme are the district councils and associated central government structure. The assignment included field missions to Kenya and Somalia (Puntland and Somaliland)</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Team leader of team of 2 - Analysis of existing legislation, policies and regulations pertaining to decentralisation in all three areas of Somalia - Consultations with national and local government in Somaliland and Puntland - Training on decentralisation and discussion of policy options with national and local government representatives in Somalia
September – November 2012	Nepal	<p>Danish Ministry of Foreign Affairs.</p> <p>Contact: Lis K. Christensen, ktmamb@um.dk</p>	Team Leader	<p>Identification of the Peace, Human Rights and Good Governance Programme in Nepal</p> <p>Identification assignment aiming at assisting the Embassy of Denmark in Nepal with developing a new programme on peace, human rights and good governance with a financial envelope of EUR 27 million for the period 2014-2018. The assignment included field missions to Nepal</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Team leader of team of 2 - Contextual analysis covering fragility and conflict potential of the country and identification of entry points for future support - Consultations with key partners and stakeholders in Nepal - Assessment of Nepal policy framework and opportunities for alignment - Assessment of effectiveness and probability of impact of different interventions - Risk assessment of suggested programme
June – September 2012	Somalia	Danish Refugee Council	Team Leader	<p>Political-Economy Analysis of Beledweyne</p> <p>The Political-Economy Analysis aimed at informing DFID and CDRD on entry points to promote stability in Beledweyne with a methodology that embraced a ‘Do No Harm’ approach, and worked to mitigate rather than enhance conflicts. This analysis looked at the perceived administrative, political, security and informal power structures, and existing interventions in Beledweyne</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Team leader of team of 3 - Provided recommendations on implementation - Background analysis of Hiiraan region and Beledweyne - In-depth analysis of the information received and was central in identifying additional key interlocutors to be met on the ground

Date	Location	Client	Position	Description
May 2012 – January 2013	Afghanistan	Danish Ministry of Foreign Affairs.	Governance and Programme Design Expert	<p>Formulation of Good Governance and Human Rights Programme in Afghanistan (2013-2014)</p> <p>Formulation of the Danish support to Good Governance and Human Rights in Afghanistan based on alignment with Afghan National Priority Programmes, harmonised with other key donors and taking account of previous Danish support to state building in the country. The assignment included field missions to Afghanistan</p> <p>Activities performed:</p> <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 Government, IOs, NGOs & bilateral donors) - Risk analysis and report writing
April – August 2012	Cambodia	Swedish International Development Agency.	Team Leader	<p>Evaluation of Forum Syd and Diakonia’s Democracy and Human Rights programmes in Cambodia</p> <p>Evaluation of achieved results of programme based support to Forum Syd and Diakonia’s Democracy and Human Rights programmes in Cambodia. The assignment included field missions to Cambodia.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Team leader of team of 2 - Interviews with beneficiaries in the field in Cambodia using focus group discussion and semi-structured interviews - Key informant interviews with NGOs, donor and Government in Cambodia and Sweden - Validation workshop in Cambodia - Presentation workshop in Stockholm - Detailed recommendations on future Swedish support to human rights in Cambodia
March – May 2012	Somalia	Danish Refugee Council	Team Leader	<p>Political-Economy Analysis of Mogadishu</p> <p>Political-Economy Analysis with the objective to look at the power structures in Mogadishu (that is the entire Benadir region), and to identify which districts within Mogadishu offered the most conducive environment for Community Driven Recovery and Development (CDRD) interventions. The analysis informed the CDRD approach and procedures specifically for Mogadishu. The assignment included field missions to Mogadishu.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Team leader of team of 6 - Supervised phase I field mission covering semi-structured interviews with key decision-makers in 16 districts of Mogadishu - Triangulation of findings through mission to Mogadishu and key informant interviews - Supervised phase II field mission covering in-depth interviews with 40+households in three selected districts - Presentation to DFID, CARE, DRC, IRC and CDRD in Nairobi
February – April 2012	Zimbabwe	Danish Ministry of Foreign Affairs.	Team Leader	<p>Programme Formulation for continued Danish support to the constitution process in Zimbabwe</p> <p>Formulation of programme for continued support to the constitution process in Zimbabwe. The objective was to formulate a programme document for the Danish support to the electoral processes, including support for a referendum on a new constitution as per the format of Danida Guidelines for Programme Management. The assignment included field missions to Zimbabwe.</p>

Date	Location	Client	Position	Description
				<p>Activities performed:</p> <ul style="list-style-type: none"> - Comprehensive desk review of relevant hitherto studies, assessments, evaluations, and academic works concerning (i) the constitution of Zimbabwe and the current constitution process and (ii) electoral processes related to the holding of general elections in Zimbabwe - Assessment of the needs of the constitution process as well as electoral processes ahead of general elections based on, i.a., consultations with stakeholders - Reviewed other donors' planned support for a referendum on the constitution and other electoral processes - Prepared a clear and coherent programme document including the relevant intermediate and immediate objectives consistent with Logical Framework Analysis as it is applied by Danida, i.e. formulate the framework and goals, outcomes, outputs and programme management structure
December 2011 – August 2012	Somalia, Ethiopia and Kenya	Danish Refugee Council	Team Leader	<p>Evaluation of Regional Protection and Livelihood Programme in the Horn of Africa</p> <p>Impact evaluation of the Regional Protection and Livelihoods programme focusing on relief, recovery and development support to refugees, IDPs and host communities in the Horn of Africa. Focused during the evaluation on documenting impact of the regional programme, and on identifying lessons learned. Upon request of DRC, no recommendations were made in the final report, but DRC used the report to inform their decision-making on future directions particularly with regard to further improving their assistance to Somalis in the region (refugees or IDPs) and further refining their new regional approach. The assignment included Field mission to Ethiopia (Jijiga), Kenya (Dadaab) and Somalia (Somaliland)</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Team leader of team of 3 - Desk analysis - Inception report outlining methodology, implementation plan and preliminary findings/hypothesis to be tested during the field visits - Debriefings during field missions with the objective of discussing and validating preliminary findings and lessons learned
November 2011 – January 2012	Afghanistan	<p>Danish Ministry of Foreign Affairs.</p> <p>Contact: Jacob Faber, First Secretary, jacfab@um.dk</p>	Governance and Aid Effectiveness Specialist	<p>Formulation of Programme for Good Governance, Human Rights and Rule of Law</p> <p>Formulation of a Danish programme of support to strengthening governance, human rights and the rule of law. 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. The assignment included field missions to Afghanistan.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Discussions with relevant stakeholders in Afghanistan - Debriefing with Danish Embassy in Kabul to discuss findings and recommendations - Preparation of draft Programme Document

Date	Location	Client	Position	Description
July 2011 – February 2012	Afghanistan	Danish Ministry of Foreign Affairs.	Conflict, Governance and Aid Effectiveness Expert	<p>Evaluation of the Regions of Origin Initiative in Afghanistan</p> <p>Real time evaluation of Danish assistance to refugees and returnees in Afghanistan, with a focus on protection, legal assistance, community based development and social service delivery. The evaluation was a learning evaluation aimed at feeding into programme implementation and design of the next phase. The evaluation was based on OECD-DAC evaluation.</p> <p>The methodology applied was developed to capture the results of the complex ROI programme in Afghanistan, covering four different types of projects implementing activities within four five different thematic areas (water, livelihoods, protection, shelter and rule of law) across all provinces of Afghanistan.</p> <p>The real-time approach meant that the evaluation was focused on learning for the Ministry of foreign Affairs, the Embassy and the projects evaluated. The assignment included field missions to Kabul, Herta and Nangarhar.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Development of methodology design - Evaluation of conflict and governance aspects of the programme - Policy analysis - Evaluation of the work of Norwegian Refugee Council and the National Solidarity Programme - Semi-structured interviews and focus group discussions in Kabul and Nangarhar Province
May – November 2011	Afghanistan and Pakistan	Danish Ministry of Foreign Affairs.	Programme specialist	<p>Appraisal of Danish Stabilization Support to the Afghanistan – Pakistan Region</p> <p>Appraisal of Danish Stabilization Support to the Afghanistan-Pakistan Region focusing on providing quality assurance of the proposed Danish support through the Danish Stabilisation Funding regional programme in the Afghanistan-Pakistan region 2011-2014. The project was jointly appraised by the Ministry of Foreign Affairs and The Ministry of Defence. The specific objectives of the appraisal were to assess the content and quality of the preparation process; assess the relevance of the proposed programme in the regional stabilisation context and; assess the specific content of the programme proposed. The assignment included field missions to Pakistan and Afghanistan (including Helmand).</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Interviews with partners including high ranking government officials, military personnel, police, donors and civil society organisations - Assessment of quality of programme design in accordance with OECD-DAC evaluation criteria - Drafting of appraisal report
March – May 2011	Iraq	Danish Ministry of Foreign Affairs.	Programme Design Specialist	<p>Formulation of the Danida Human Rights and Rule of Law Support to Iraq 2011-13</p> <p>Formulation of Danish bilateral and multilateral assistance to Iraq 2011-13. The programme focused on support to improved human rights and rule of law focusing on supply as well as demand-side governance. The bulk of the funding was channeled through the UN. The assignment included field mission to Iraq and Jordan.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Identification and formulation based on policy analysis, context analysis, aid effectiveness, and probability of impact.

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March – May 2011	Somalia	Danish Refugee Council	Team Leader	<p>Political Economy Analysis in South Central Somalia</p> <p>Political-Economy Analysis in Galmudug in South Central Somalia. The assignment was to analyse the underlying political-economic factors influencing and determining the power relations at local level in South Central Somalia. The analysis included assessment in relation to clan affiliation, formal government structures and insurgency groups.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Design of political-economic analysis methodology - Management of field team - Data collection and analysis - Presentation of findings
September 2010 – April 2011	Somalia	Danish Ministry of Foreign Affairs.	Team Leader	<p>Identification and Formulation of the Danida support to Somalia 2011-14</p> <p>Identification and formulation of Danish bilateral, humanitarian and refugee/IDP support to Somalia and the neighbouring countries 2011-14. The assignment included identification based on policy analysis, context analysis, aid effectiveness, and probability of impact. Formulation concentrated on designing modalities, which 'Do no Harm' as well as ensuring a high degree of alignment and ownership. The assignment included field missions to Somalia, Kenya and Ethiopia</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Team leader of team of 2 - Assessment and analysis of needs and priorities in line with revised Danida policy and formulation of individual interventions - Interviewed stakeholders - Drafted concept note and subsequently with stakeholders formulated a 100 million USD program
February 2011 – March 2012	Burundi and Uganda	Rockwool Foundation	Team Leader	<p>Evaluation of the Rockwool Foundation International Peace Building Programmes</p> <p>Evaluation of international peace building projects at community level. The objectives of the evaluations were to assess the overall performance of IPB projects focusing on the degree of innovation and to provide recommendations that could feed into the strategic considerations of the Rockwool Foundation. The assignment included field missions to Burundi and Uganda</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Team leader of team of 5 - Assessment of the relevance of the project vis à vis i) the national context, ii) the local context, and iii) the RF strategic vision for working with IPB (relevance) - Assessment of the project's performance and progress of activities against stated objectives, outputs and indicators (effectiveness and impact potential) - Assessment of the efficiency of the project in attaining its objectives (e.g. input/output ratio) - Assessment of the sustainability of the project in terms of scaling up potential (sustainability) - Provision of strategic recommendations for future IPB projects as relevant'
December 2010 – March 2011	Somalia	Danish Refugee Council	Team Leader	<p>Evaluation of the Community Driven Recovery and Development Project</p> <p>Impact evaluation of the Community Driven Recovery and Development programme (CDRD). Impact analysis of community driven development</p>

Date	Location	Client	Position	Description
				<p>focusing on inclusiveness and links with local governments. Methodologies applied included qualitative (focus group discussions and key informant interviews) and quantitative analysis (questionnaires and sampling) as well as contribution analysis. The assignment included field Somalia and Kenya</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Team leader of team of 6 - Interviews in the field - Consultations with donors and partners - Presentation of findings - Provision of recommendations to the project steering committee
May 2010	Tanzania	University of Copenhagen Katherine Gough: kg@geo.ku.dk	Urban governance expert	Assessment of urban planning legislation and recommendations for revised policies (local governance assessment).
March 2010	Nepal	Ministry of Foreign Affairs of Denmark Susanne Wendt suswen@um.dk	Governance and aid effectiveness specialist	Review of the Human Rights and Good Governance Programme (focus on human rights, democracy and conflict mitigation).
January - April 2010	Vietnam	Danish Ministry of Foreign Affairs Tove Degnbol tovdeg@um.dk	Team Leader	Legal awareness baseline survey for the Justice Partnership Programme. As team leader referred to the EU mission in Hanoi, Sida and Danida. Team leader of team of 6
December 2009 – Marts 2010	South Sudan	Dutch Ministry of Foreign Affairs on behalf of OCED-DAC	Evaluation Expert	<p>Multi-Donor Evaluation of Support to Conflict Prevention and Peacebuilding Activities in Southern Sudan.</p> <p>The evaluation tested the assumption that support to conflict prevention and peacebuilding in Southern Sudan has not been very successful. An assessment was made of the effects of donor-supported conflict prevention and peacebuilding.</p>
November-December 2009	Kenya	Danish Embassy in Nairobi Tomas Königsfeldt tomkon@um.dk	Team Leader	Planning and programming of the Kenya Governance Support Programme (focus on human rights, conflict mitigation, and public financial management). Assessment of support vis-à-vis other donors. Joint formulations. NGO support. Government support. Team leader of team of 3
October – November 2009	Uganda	Danish Embassy in Kampala Peter Bøgh Jensen peboje@um.dk	Conflict and governance expert	Formulation of the second phase of the Democracy, Justice and Peace Programme (focus on support to human rights, justice and conflict mitigation in Northern Uganda and Karamoja).

Date	Location	Client	Position	Description
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September - October 2009	Bangladesh	Danish Embassy in Dhaka Jacob Dal Winter jacwin@um.dk	Team Leader	Formulation of the third phase of the Human Rights and Good Governance Programme (focus on human rights, democracy and public sector reform). Team leader of team of 2
June – September 2009	Sudan (North and South)	Danish Embassy in Addis Ababa Anne Maria Madsen anmmad@um.dk	Team Leader	Formulation of Danish support to the Comprehensive Peace Agreement in Sudan 2010-2011 (focus on human rights, peace-building, democracy, refugees and IDPs, and post-conflict reconstruction). Team leader of team of 2
May - September 2009	Kenya	Ministry of Foreign Affairs of Denmark Finn Nielsen finnie@um.dk	Reconstruction and migration specialist	Review of the Regions of Origin Programme in Kenya (focus on protection and rights of refugees, IDPs, humanitarian aid and linking relief and development).
May – August 2009	Uganda	Deepening Democracy Programme Niels Hjortdal advisor@HRD.PDANIDA.ORG	Team Leader	Facilitation of the implementation of the Deepening Democracy Programme (DDP) (focus on supporting human rights, conflict resolution, peace and democracy in Uganda)
March – June 2009	Kenya	Danish Embassy in Nairobi Bo Jensen bojens@um.dk	Team Leader	Identification of the Kenya Good Governance Programme, second phase (focus on support to elections and human rights). Team leader of team of 3
January – April 2009	Somalia and Kenya	Danish Refugee Council Peter Klansøe plkc@drc.dk	Team Leader	Assessment of the opportunities of cooperation and harmonization of the Community Driven Recovery and Development Programme and the Joint Programme on Local Governance and Decentralized Service Delivery. (focus on post-conflict reconstruction). Team leader of team of 2
October 2008 – June 2009	Vietnam	Danish Ministry of Foreign Affairs Tove Degnbøl	Governance and Aid Effectiveness Specialist	Formulation of the joint judiciary reform programme in line with EU guidelines and procedures. Joint programme formulation

Date	Location	Client	Position	Description
		tovdeg@um.dk		
October 2008	Kenya, South Africa	Danish Embassy in Pretoria	Conflict Expert	Development of a framework for Danish support to South African based organisations which work regionally in Africa in the fields of promotion of a) human rights and democracy and b) peace and security (focus on mediation and conflict resolution)
September – October 2008	Nepal	Ministry of Foreign Affairs of Denmark Lars Adam larreh@um.dk	Lead Author and Governance Expert	Appraisal of the third phase of the Human Rights and Good Governance Programme (focus on post-conflict reconstruction)
June – December 2008	Somalia and Kenya	United Nations Development Programme Caroline Rusten caroline.rusten@undp.org	Team Leader	Design of a Monitoring, Evaluation and Reporting Framework for the Joint Program of Local Governance and Decentralized Service Delivery (focus on post-conflict reconstruction). Team leader of team of 2
April - September 2008	Somalia and Kenya	Danish Embassy in Nairobi Anne Marie Madsen anmmad@um.dk	Team Leader	Identification, planning and formulation of the third phase of the Regions of Origin Programme for Somalia including support to human rights, parliament and national elections. The programme includes elements of delegated cooperation with the EC.
May – June 2008	Bangladesh	Ministry of Foreign Affairs of Denmark Ivan Nielsen ivanie@um.dk	Governance Expert	Review of the Human Rights and Good Governance Programme, phase II, including support to parliament
01-2008 to 042008	Indonesia and Bangladesh	Danish Mission to the UN Julian Brett jub@cowi.com	Governance Expert	Study of good practices for countering terrorism. Input to the global evaluation of the UN global counter terrorism strategy. Including conflict assessment related to political Islam
September 2007 – July 2008	Global	DFID (the Fragile States Development Consortium) Anette Aarestrup aaa@cowi.com	Service Manager	Framework contract for social development consultancies in conflict affected environments (focus on conflict resolution, linking relief, reconstruction and development)

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September – October 2007	Somalia and Kenya	Ministry of Foreign Affairs of Denmark Finn Nielsen finnie@um.dk	Lead Author and Conflict and Governance Expert	Review of the Somalia Regions of Origin Programme focusing on linking relief, recovery and development, including assessment of human rights situation and support to the Somaliland parliament jointly funded by the EC (focus on elections, refugees and IDPs)
August - September 2007	Ghana	Ministry of Foreign Affairs of Denmark Anette Aarestrup aaa@cowi.com	Deputy Team Leader	Pre-formulation mission of the second phase of the Good Governance and Human Rights Programme
May – June 2007	Kenya	Ministry of Foreign Affairs of Denmark Finn Nielsen finnie@um.dk	Lead Author and Governance Expert	Review of the Kenya Regions of Origin Programme focusing rights and protection of refugees and IDPs
February – April 2007	Rwanda and Kosovo	Sida Julian Brett jub@cowi.com	Conflict and Governance Expert	Evaluation of the 'Do No Harm' and 'Reflecting on Peace Practices' programmes by CDA (focus on conflict resolution)
January – February 2007	Sudan (South)	Joint Danida, DFID, Norad, Sida, and the Netherlands Anette Aarestrup aaa@cowi.com	Aid Effectiveness Expert and Lead Author	Formulation of the Joint Donor Team Assistance Strategy (JDTAS) for 2007-09 for Southern Sudan, including issues pertaining to human rights and democratization
November – December 2006	Nepal	UNDP / UNCDF Henrik Larsen henrik.larsen@undp.org	Urban Governance Expert	Formulation of the Local Governance and Reconstruction Programme (focus on post-conflict reconstruction)
September – October 2006	Sudan (North)	World Bank Thomas Juel Thomsen tjt@cowi.com	Deputy Team Leader	Capacity assessment of local government institutions (localities) in Northern Sudan (focus on post-conflict reconstruction)
July – August 2006	Global	Ministry of Foreign Affairs of Finland Anette Aarestrup aaa@cowi.com	Donor Institutional Specialist and Lead Author	Joint assessment of policies and administrative practices on delegated cooperation of the Nordic Plus agencies

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Mat – June 2006	Denmark, Iraq	Ministry of Foreign Affairs of Denmark Elsebeth Krogh elkr@cowi.com	Conflict Specialist	Review of civil-military activities in Iraq financed by the Danish Ministry of Foreign Affairs (focus on human rights and humanitarian aid)
	Denmark, Afghanistan	Ministry of Foreign Affairs of Denmark Elsebeth Krogh elkr@cowi.com	Conflict Specialist	Review of civil-military activities in Afghanistan financed by the Danish Ministry of Foreign Affairs (focus on human rights and humanitarian aid)
February – March 2006	Global	DFID Tom Dahl Oestergaard tds@cowi.com	Policy specialist	Study of DFID's influencing and contribution to gender equality and women's empowerment through international partnerships (women's rights)
November – December 2005	Europe	World Bank Anette Aarestrup aaa@cowi.com	Aid Effectiveness Specialist and Lead Author	Review of the Consultative Group/Development Forum/Roundtable mechanism to enable a revamping of the mechanism to tighten the link between resources and results and pursue harmonisation and alignment at the country level. Assessment of European donor's perspective including the EC Please develop the EC projects assessed
October – November 2005	Uganda	Ministry of Foreign Affairs of Denmark Birgitte Markussen birmar@um.dk	Governance Specialist and Lead Author	Assessment and redesign of the Democracy, Justice and Peace Programme (DJPP). Including support to human rights commission and human rights NGOs
September – October 2005	Ethiopia	Ministry of Foreign Affairs of Denmark	Programme Specialist	Country analysis of the perspectives of selecting Ethiopia as a programme partner country for Danida with emphasis on the human rights situation
May – July 2005	Sudan (North and South)	Ministry of Foreign Affairs of Denmark Finn Nielsen finnie@um.dk	General Policies Specialist and Lead Author	Identification Mission. Identification of development activities in support of the peace process, and development of outline programme for USD 90 million in Danish assistance for five years (focus on post-conflict reconstruction and human rights)
April 2005	Denmark (Indonesia)	Ministry of Foreign Affairs of Denmark	Governance Specialist	Preparatory desk study for the formulation of a new phase in the Human Rights, Democracy, Good Governance and Anti-Corruption programme
March 2005 – April 2005	Ghana	Ministry of Foreign Affairs of Denmark	Human Rights and Access to Justice	Review of the Human Rights and Good Governance Programme. Including support to parliament

Date	Location	Client	Position	Description
		Morten Elkjaer morelk@um.dk	Specialist	
December 2004 – January 2005	Denmark	Ministry of Foreign Affairs of Denmark Morten Elkjaer morelk@um.dk	Governance Specialist	Development and facilitation of the Access to Justice component of the Danida Good Governance workshop
September – November 2004	Denmark	Ministry of Foreign Affairs of Denmark Morten Elkjaer morelk@um.dk	Governance Specialist	Development of the Danida human rights and Good Governance Knowledge Management System
September 2004	Kenya	UN-Habitat Paula Pennaen paula.pennaen@un-habitat.org	Urban Governance Expert	Development and presentation on research paper on governance and rural-urban linkages
August 2004	Denmark (Nepal)	UNDP Sharad Neupane sharad.neupane@undp.org	Governance and Private Sector Specialist	Identification of lessons learned under the Public-Private Partnership Programme in Nepal
April – June 2004	Nepal	UNDP Sharad Neupane sharad.neupane@undp.org	Conflict and Governance Expert	1) Identification and formulation of IDP rights assistance programme, 2) Redesign of UNDP human rights and governance portfolio to address root causes of poverty
April 2001 – April 2004	Nepal	UNDP Alessandra Tisot alessandra.tisot@undp.org	Programme Officer	Formulation and supervision of the implementation of urban local governance and human rights programmes (including assignments to India, Sri Lanka and South Africa)
July 2000 – February 2001	Global	SLUSE Jakob Magid jam@kvl.dk	Programme Coordinator	Programme management of capacity development projects in South Africa, Thailand and Malaysia
May - August 1999	India	University of Copenhagen	Research	Analysis of the political participation of women and scheduled castes and tribes in local government decision-making

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September – December 1998	USA	Department of Economic and Social Affairs, United Nations	Intern	Analysis of government mechanisms for regulating environmental pollution
January – February 1998	Ghana	University of Copenhagen	Research	Assessment of the participatory aspects of the Danida Volta Rural Water Supply and Sanitation Project
March 1997 – May 1998	Denmark	Ministry of Foreign Affairs of Denmark	Programme Assistant	Budgeting and supervision of Danish contributions to UNDP and UNCDF