

CURRICULUM VITAE

Proposed role in the project: Team Leader

Category: Category II

Staff of: Tana Copenhagen ApS

1. **Family name:** PEDERSEN
2. **First names:** Finn Skadkaer
3. **Date of birth:** 03.08.1949
4. **Passport holder:** Danish
5. **Education:**

Institution (Date from - Date to)	Degree(s) or Diploma(s) obtained
University of Aarhus, Denmark (09/1969 – 02/1979)	MA Political Science
University of Aarhus, Denmark (09/1974 – 06/1978)	BA History of Ideas

Language skills: Indicate competence on a scale of A1 to C2

Language	Reading	Speaking	Writing
Danish	C2	C2	C2
English	C2	C2	C2

Membership of professional bodies:

Other skills: (e.g. Computer literacy, etc.) Experienced trainer (Diploma In Adult Education) and facilitator and fully computer literate.

Present position: Senior Consultant, Founder & Partner at Tana Copenhagen ApS, Denmark

Years within the firm: 12 years

Key qualifications: (Relevant to the project)

- **Specialisation:**
 - **Fragile Situations** (incl. Humanitarian assistance, the humanitarian-development–peace nexus, stabilisation efforts, finding durable solutions to forced displacement, conflict analyses, conflict transformation, conflict prevention and resolution, and post conflict restoration and development)
 - **Governance** (incl. democratisation, human rights, rule of law, access-to-justice, decentralisation, public sector reforms, and security sector reform)
 - **Aid Effectiveness and Aid Management** (incl. donor harmonisation, alignment, results-based management and human rights based approach)
 - **Civil Society** – advocacy, donor relations and capacity building
 - Evaluations, Programme and project design, formulation, review, appraisal, and analysis
- Finn has more than 35 years of experience with development issues focused especially on good governance, aid effectiveness, fragile situations, human rights, and civil society. His experience has been gained through employment with a variety of donors and actors in the development field, including UNHCR, International NGOs, the EU-Commission, and not least the Danish Ministry of Foreign Affairs (Danish MFA). He has held several senior positions in Denmark and abroad (including at Danish embassies e.g. Chargé d’Affaires. in Malawi). He has lived and worked in Africa for a total of 10 years. He now works as a development consultant and is the founder and partner of Tana Copenhagen.
- He is an expert in working with governance Finn has particularly worked with public sector reforms, human rights, rule of law, access-to- justice, democratisation, decentralisation, and security sector reform. Finn has been involved in numerous reviews and evaluations in his long career including of the Danish Civil Society Policy, EU’s support to peace in Indonesia and of Canadian assistance to South Sudan. In the majority of the evaluations, Finn takes the role of team leader and overall responsible for the quality to the client.
- Has represented the Danish MFA in various international fora, such as Consultative Group (CG)-meetings, the EU EDF-committee, and also in specific UN- and EU meetings.

- Finn has undertaken 29 review, evaluation and assessment assignments, and 19 identification, formulation and design assignments, as well as numerous appraisals, studies, analyses and trainings. Within the last 14 years he has carried out more than 90 assignments; two-thirds of them as Team Leader.

Specific experience in the region:

Country	Date from - Date to
Burkina Faso	03/2013 - 10/2013
Djibouti	08/1982 – 04/1985, 03/2017
Egypt	05/2014 - 06/2015, 06/2010
Eritrea	06/2003
Ethiopia	03/2017, 11/2011 - 02/2012, 03/2011 - 11/2011, 05/2009 - 06/2009, 08/2005 - 11/2005
Ghana	01/2014 - 10/2016, 05/2009 - 06/2009, 11/2003
Horn of Africa	08/2014 - 06/2015 and 03/2014 - 06/2014
Kenya	09/2016 - 11/2016, 10/2012 - 12/2012, 11/2011 - 02/2012, 08/2011 - 09/2011, 03/2011 - 11/2011, 04/2010 - 05/2010, 10/2009 - 05/2010, 05/2009, 12/2008 - 03/2009, 03/2007 - 05/2007, 09/1999 – 01/2002
Lebanon	06/2011 - 07/2011, 10/2007 - 12/2007, 08/2011, 12/2009 - 02/2010, 09/2009, 12/2008 - 05/2009
Malawi	01/2002 – 07/2002
Mali	01/2008 - 06/2008, 03/2013 - 10/2013, 06/2014 - 09/2014, 06/2012 - 07/2012
Mozambique	04/2005
Niger	03/2013 - 10/2013, 06/2013 - 07/2013
Nigeria	03/2017 – Ongoing, 05/2009 - 06/2009
Rwanda	01/2004
Somalia	05 – 10/2015, 11/2011 - 02/2012, 03/2011 - 11/2011, 08/2011 - 09/2011
South Africa	10/2008 - 11/2008, 04/2006 - 06/2006, 09/2003, 11/1993 – 03/1995, 01/1992 – 10/1993,
South Sudan	01/2014 - 10/2016, 10/2015 - 08/2016, 07/2013 - 09/2013, 07/2014 - 08/2014
Sudan	11/2011 - 02/2012, 11/2018
Tanzania	01/2014 - 10/2016, 12/2008 - 03/2009, 01/2008 - 06/2008,
Uganda	01/2017 – 07/2017, 09/2016 - 11/2016, 01 – 04/2015, 06/2009 - 03/2010, 06/2009 - 07/2009, 07/2008, 01/2005 - 02/2005, 08/1982 – 04/1985
Zambia	04/2012 - 09/2012, 12/2005, 08/2004
Zimbabwe	07/2010 - 08/2010, 08/2008, 10/2007 - 11/2007

Professional experience

Date from - Date to	Location	Company & reference person ¹ (name & contact details)	Position	Description
10/2006 - present	Denmark	Tana Copenhagen, Aps Denmark EU Delegation to Yemen (based in Amman.	Founder, Partner and Senior Consultant	Established Skadkaer Consult Aps in October 2006, which expanded and became Tana Copenhagen Aps in 2010. Tana (and previously Skadkaer Consult) specialises in assisting in governance, stabilisation, peace and security in fragile situation in addition to civil society support. Managing director from 2006 to 2012 and presently Chair of the Board.
12/2020-ongoing	Denmark	Head of Yemen programme, Rafael Sanchez-Carmono, Rafael.SANCHEZ-CARMONA@eeas.europa.eu Contractor: Particip led consortium with Tana	Team Leader (evaluations)	This is a three-year assignment including monitoring and evaluations of five projects. Finn is Team Leader of the evaluation part of the assignment. The assignment will be implemented through mainly remote means supplemented with two small teams of field monitors and data collectors inside Yemen. Improve the management and delivery of the APSA IV programme
12/2020-ongoing	Denmark and Africa regional	EU Delegation to the African Union. Peace and Security Programme Officer, Pablo.ISLA-VILLAR@eeas.europa.eu Contractor: Ice-org. https://www.ice-org.eu	Team Leader	This assignment is a four year assignment with the objective to improve M&E of the fourth EU programme to the African Peace and Security Architecture, which provides support to the African Union Commission and African Regional organisations and mechanisms. <u>Evaluation of Norway's engagement in Somalia 2012-2018.</u> An evaluation of Norway's support to Somalia including all types of support: Humanitarian, development and peace.
09/2019-10/2020	Norway	Evaluation responsible, Annette Wilhelmsen Anette.Wilhelmsen@norad.no Contractor: Tana	QA Lead	<u>Briefing Paper: The Triple Nexus – Building Resilience. An introduction with some discussions and lessons learned.</u>
03/2020-06/2020	Desk-based	Tana Copenhagen Managing Director: Erik Bryld eb@tanacph.com Contractor: Tana	Team Leader and Author	<u>Review of Findings from European Evaluations of Counter Terrorism Capacity Building Programs.</u>
11/2018–02/2019	Desk-based	Global Affairs Canada, David Health, David.Health@international.gc.ca	Team Member	

¹ The Contracting Authority reserves the right to contact the reference persons. If you cannot provide a reference, please provide a justification.

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02/2019 – 11/ 2019	Norway	Norad Evaluation responsible, Annette Wilhelmssen Anette.Wilhelmsen@norad.no Contractor: Tana	QA Lead	<u>Evaluation of Norwegian Engagement in South Sudan.</u> 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
05/2019 - 12/2019	Myanmar and Lebanon	Danish Ministry of Foreign Affairs; Lars Adam Rehof, larreh@um.dk Contractor: Tana	Team Leader of External Team	Review and Capacity Assessment of Danish Red Cross. The assessment included both the MFA support to DRC's civil society and humanitarian work. Activities included interviews of MFA staff and at the headquarter of DRC. Field visits to Myanmar and Lebanon, with interviews also of Syrian Arab Red Crescent. An interim report and a final report presented to MFA and DRC.
04/2019- 06/2019	Kosovo	Sida, Embassy in Pristina. Programme Officer: Maja Edfast, maja.edfast@gov.se Contractor: Tana	Team Leader	<u>Midterm Review of the Sida Core Support to KCSF.</u> Kosovo Civil Society Foundation is supported by a number of donors, most importantly Sweden. The main objective of this assignment was to assess the achievements (results, outcomes) of Sida Core Support to KCSF and provide recommendations for the upcoming period. Activities included: Study of background information, Interviews with 47 stakeholders in Kosovo and workshops with KCSF and a group of donors.
12/2018 – 04/2019	Denmark	DIGNITY Team Leader, Morten Olesen, mool@dignity.dk Contractor: Tana	Consultant	Support to the Danish Institute Against Torture Facilitated the development of a Concept Paper for Protection programme to enable Syrian refugees and hosts in Lebanon and Jordan affected by serious Posttraumatic Stress Disorder, Anxiety and Depression caused by violence, SGBV and torture to participate in activities facilitating durable solutions.
12/2018 – 03/2019	Desk-based	Global Affairs Canada, David Heath, David.Heath@international.gc.ca Contractor: Tana	Team Leader	<u>Literature Review of the Stabilization-Development Nexus</u> This was a review of findings and lessons learned, concerning the stabilization-development nexus, based on donor evaluations and academic sources, to support the development of the evaluation strategies for future evaluations of Canadian stabilization efforts. The report analyzed the importance of the humanitarian - stabilization - development nexus and provided recommendations very much in line with recent WB, UN and DAC studies.
05/2018	Kenya	East African Standby Force Tanzi Mutburaki Chief Analyst m.tanzizi@easdrfg.org Contractor: Tana	Facilitator	Activities performed: - Extensive desk review of academic literature and of evaluations of stabilization related initiatives in Afghanistan, DRC, Mali, Somalia and South Sudan. - Mapping and analysis of stabilization approaches among 7 different donors. - Final report, which provided recommendations for Global Affairs Canada. Workshop for programming the development of EASF's early warning capacity. Facilitation of three-day workshop for 20+ participants, including from AU, other regional organisations and member states.

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11/2017 – 02/2018	Global – Missions to: Pakistan, Sudan, Lebanon, Nepal	UNDP Johannes Fromholt, Programme Associate Crisis Response unit johannes.fromholt@undp.org Individual contract	Co-consultant	External Evaluation of Global Cluster Approach to Early Recovery Coordination. UNDP leads the Global Cluster on Early Recovery in humanitarian situations. UNDP will use the evaluation to guide UNDP's future role in disasters. <i>The evaluation, besides interviews in Geneva and New York, included six case study countries of which Finn undertook four (Pakistan, Nepal, Sudan and Lebanon).</i>
11/2017 – 02/2018	Desk-based	Danish Refugee Council Contractor: Tana	QA	Study on durable solutions planning and programming in urban contexts: A comparative study of Kenya and Somalia Five days work commenting and providing advice for the team carrying out the study.
09/2017 – 02/2017	Iraq	Danida's Evaluation Department Evaluation Specialist, Marianne Vestergaard, marves@um.dk Contractor: Tana	Team Member	Evaluation of the Regional Development and Protection Programme in the Middle East. The RDPP, launched in 2014, aims at addressing the protractedness of the crisis by combining development and humanitarian assistance to provide for longer-term solutions for refugees and host communities in Iraq, Jordan and Lebanon. The RDPP is a multi-donor programme funded by the EU, Ireland, the Netherlands, Czech Republic, Norway, Switzerland, the UK and Denmark. <i>Activities included visit to the countries concerned and interviews with stakeholders.</i>
08/2017 – 11/2017	Chad, Botswana South Africa and Ethiopia	Sida Pierre Fruhling pierre.fruhling@gov.se Contractor: Tana with FCG	Deputy Team Leader	Evaluation of ACCORD's Preventive Dialogue and Mediation Interventions The scope of the evaluation covered ACCORD's activities under its strategy for 2012-2016 and the current strategy 2017-2021 including its support to peacebuilding and conflict resolution by the AU. The evaluation provided specific operational and programmatic recommendations for Sida's future cooperation with ACCORD beyond 2018. Included data collection in Chad, Botswana, South Africa and Ethiopia. <i>Activities performed included developing an evaluation methodology and key evaluation questions and interviewing stakeholders in AU, IGAD, SADC, and in South Africa as well as participating by an ACCORD organised meeting of AU conflict mediators in Chad</i>
03/2017 – 09/2017	Ethiopia and Nigeria	Danish Ministry of Foreign Affairs Programme Officer, Peter Lassen, pelias@um.dk Contractor: Tana	Team Member	Formulation of phase IV of the Africa for Peace Programme (APP) for 2018-2021 Design of support to the African Union and sub-regional organisations in Africa (AU, ECOWAS, IGAD, and civil society think tanks) in relation to strengthening the African response to crisis and conflict. The assignment involved assessment of the current status of the organisations' institutional performance and delivery against the milestones set through the African Peace and Security Architecture (APSA) and design of a programme (DKK 210 million over four years) that is as aligned and harmonized as possible. The outputs of the project will include a Thematic Programme Document and five development engagement documents according to Danida's Aid Management Guidelines (AMG) including overview of input areas, Theory of Change, and risks analysis.
01/2017 – 07/2017	Uganda	Danish Ministry of Foreign Affairs Deputy, Majbrit Holm Jakobsen, majlak@um.dk Contractor: Tana	Team Leader	Formulation of the Uganda Country Programme Formulation of Danida country programme based on already existing development engagement in two thematic areas: Sustainable and inclusive economic growth and Good Governance and accountability. The programme covers support to civil society, governance and private sector development, as well as resilience and vulnerability in Northern Uganda, the poorest part of the country and host of hundreds of thousands South Sudanese refugees. The formulation was done by a team of 4 experts in close consultation with Ugandan partners, other development partners and the Danish Embassy
09/2016 - 11/2016	Global (Uganda and Kenya)	Solutions Alliance Head of Secretariat, Niels Harild niels.harild@solutionsalliance.org now nharild@gmail.com	Expert in forced displacement	Review of Solution Alliance (SA) The SA was initiated in 2014. It aimed to improve the lives of displaced persons – and the communities that hosts them – by responding more collaboratively to displacement and contributing to durable solutions. The review analysed the operational modalities of National Groups and Thematic Groups,

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10/2015 - 08/2016	South Sudan	Department of Foreign Affairs, Trade and Development, Canada Team leader Louise Mailloux lmalloux@ggci.ca Contractor: Goss Gilroy International, Canada with Tana	Deputy Team Leader, Specialist in Fragile Situations	<p>including the linkages to and benefit from the larger Alliance. It identified indicators of success and gauged perceptions of the Alliance. The review included visits to the National Groups in Uganda and Somalia (based in Kenya).</p> <p>Activities performed: Interviews of stakeholders in Uganda and Kenya/Somalia in person and by telephone, of members of the thematic groups through telephone and a perception analysis through an on-line survey questionnaire.</p> <p>Evaluation of the Canadian Department of Foreign Affairs and Trade and Development assistance to the Development as well as Stabilization and Reconstruction (START) support in South Sudan</p> <p>During the period 2009-2014 DFATD spent roughly 231.5 million CAD on development investments in South Sudan, while the START programming amounted to 47 million CAD. DFATD Development supported initiatives within the areas of children and youth, food security and economic growth, as well as humanitarian assistance. While a smaller amount was spent on supporting the advancement of democracy and the assurance of security and stability. The Stabilization and Reconstruction Taskforce (START) focused on supporting efforts within the areas of mine action, peacebuilding, policy and security forces (including airport security), mediation and peace processes, as well as justice in South Sudan. The evaluation was a retrospective and prospective evaluation of DFATD programming in South Sudan as a basis for further Canadian support.</p> <p>Provision of M&E Services to the Peace and Stabilisation Fund</p> <p>The Danish Peace and Stabilisation Fund (PSF) is a funding mechanism for stabilisation and conflict prevention. The PSF finances multilateral and bilateral initiatives at regional, national and subnational level, which supports conflict prevention and stabilisation. Activities supported include, capacity building of armed forces, justice and security reform, and addressing drivers of fragility. During the period 2010-2014 the fund amounted to DKK 930 million. The fund was renewed for the period 2015-2017 with a budget of DKK 1 billion.</p> <p><i>Activities performed:</i></p> <ul style="list-style-type: none"> - Design of M&E framework - Implementation of M&E framework - Consultations with the MFA and MOD as well as embassy staff and implementing partners - Field missions to Nairobi, Bamako, Addis Ababa, Dakar - Developed solutions for third party monitoring and remote monitoring in insecure situations - Provided training and technical support to MFA, MOD staff, programme managers, implementing partners and embassy staff. - Assisted inter-ministerial secretariat and country desks at the MFA and Mod in preparing results based reports for the fund steering committee
08/2015 - 02/2017	Global Missions to: Kenya, Mali, Senegal and Ethiopia	Danish Ministry of Foreign Affairs Head of PSF secretariat: Tania Schimmel tansch@um.dk Contractor: Tana	Stabilisation Expert	<p>Community-Driven Recovery and Safety (CDRS) Baseline Analysis</p> <p>The CDRS was a pilot project implemented by Danish Refugee Council and Danish Demining Group in Yemen in 2015 based on experiences in Somalia. The CDRS focused on achieving strengthened community-level governance and conflict management mechanisms and community development through economy enhancing activities as well as progressive action in service-delivery areas such as community infrastructure, agriculture, education, health, water and sanitation.</p>
12/2015 - 02/2016	Yemen – Desk Study	Danish Refugee Council Benedict Nixon, Regional Emergency Coordinator for DRC B.nixon@DRCHOA.org Contractor: Tana	Team Leader	

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08 - 10/2015	Global – Field missions to Mali, Jordan and Lebanon	Danish Ministry of Foreign Affairs Nicolaï Steen Nielsen, Advisor, Ministry of Foreign Affairs, niconi@um.dk +45 33920000 Contractor: Tana	Lead Consultant, Civil Society Development Expert	<p>Review of Danish Red Cross with Special Focus on Partnerships and Resilience in Development and Humanitarian Assistance</p> <p>The Danish Red Cross (DRC) is one of the largest relief and development organisations in Denmark with an annual turnover in 2014 of 1,226 billion DKK. The DRC's strategy from 2015-2020 focuses on life saving interventions and resilience building in fragile situations. The DRC entered a framework agreement with the Danish Ministry of Foreign Affairs for development programs in 1992 and a Humanitarian Partnership Agreement (HPA) in 2012. The objective of the review was to assess the overall performance of DRC's work under the framework agreement and HPA, with special focus on delivering results on long-term development and humanitarian interventions as well as linking relief and development, through a variety of partnerships. Another aim of the review was to assess to what extent the strategic frame of the DRC was relevant to and consistent with Danish political priorities in terms of geography, thematic focus, and sector.</p> <p><i>Activities performed:</i></p> <ul style="list-style-type: none"> - Analysed and assessed performance in terms of partnerships in humanitarian action and civil society collaboration - Assessed DRC's financial and organizational capacity of the DRC. Included an assessment of DRC's follow-up on previous recommendations from an earlier review - Debriefing presentation of preliminary findings, recommendations and conclusions to the Ministry and DRC - Interviews with DRC staff and other stakeholders in Copenhagen as well as in four countries - Conducted workshops with DRC HQ staff - Field missions to Mali, South Sudan, Jordan and Lebanon - Lead team of 4
05 – 10/2015	Somalia	Forum Syd, Swedish NGO Gunnar Löfgreen, Gunnar.Lofgren@forumnsyd.org Contractor: Tana	Team Leader	<p>Baseline study and completion of LFA within the scope of the Somalia Diaspora Programme</p> <p>Forum Syd is a Swedish NGO, which for Sida administers a programme, where the Somali diaspora organisations can obtain funding for projects in Somalia.</p> <p>Activities performed: Study of background material, interviews of Forum Syd management and Somali diaspora organisations, design of base-line study, engage with partner organisations in Somalia, finalise baseline and workshop an improved ToC or LFA.</p> <p>Formulation of Stabilisation Programme: Start-up Programme for Stabilisation in Iraq.</p> <p>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: 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.</p> <p>The programme was from 2016 integrated in a regional programme including Syria and Iraq.</p>
06 – 08/2015	Iraq	Danish Ministry of Foreign Affairs, MENA department Ambassador, Gert Meinecke germei@um.dk +45 3392000 Contractor: Tana	Team Leader	<p><i>Activities performed:</i></p> <ul style="list-style-type: none"> - Desk-study of background information - Assessment of programme and project proposals - Consult with MENA staff - Meet with UNDP representatives in Amman <p>Portfolio-study of Danish support to elections.</p> <p>The portfolio study was commissioned in order to assess if the information available for Danish</p>
05 – 08/2015	Universal	Danida's Evaluation Department Evaluation specialist Marianne	Team Leader	

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		Vestergaard, marves@um.dk Contractor: Tana		<p>support to elections provided the necessary background for a full scale evaluation or otherwise for a study of experiences and best practice.</p> <p><i>Activities performed:</i></p> <ul style="list-style-type: none"> - Organisation of documentation - Assessing the quality of documentation - Identifying gaps in documentation
01 – 04/2015	Uganda	Danish Embassy in Uganda Deputy and Head of Development Cooperation, Deputy Head of Mission, Martin Bo Brander, marbra@um.dk Contractor: Tana	Team Leader	<p>Political-Economy Analysis of Uganda</p> <p>The assignment was intended to be a starting point for the process and inform the initial formulation of a 'Country Policy Paper', which will include the future direction for all Danish cooperation with Uganda, including economic diplomacy, private sector cooperation, political diplomacy, security issues, as well as the overall frame for development cooperation. After the policy paper has been agreed a 'Country Programme' with the specifics of development cooperation will be formulated.</p> <p>The aim of the assignment was to provide a situational analysis or political economy analysis of the possibilities and possible Theory of Changes for providing Danish development assistance to Uganda over the next five to seven years. This included:</p> <ul style="list-style-type: none"> - Analysis of economic and political trends in Uganda - Analysis and description of the political, economic and human rights situation - Identify possible drivers of positive change - Identify possible scenarios for political and economic development in Uganda - Identify possible models for development and cooperation under the various scenarios with indications of the Theory of Change for each of these models.
12/2014 - 02/2015	Desk-study	Danida's Evaluation Department Marianne Vestergaard, Peter Boegh Jensen, peboje@um.dk Contractor: Tana	Team leader	<p>Preparatory Study: Kick starting the Evaluation of the Danish-Arab Partnership Programme 2003-2014</p> <p>In order to provide basic information including ordering written documentation of the DAPP to assist the evaluation of DAPP starting in early 2015</p>
08/2014 - 06/2015 and 03/2014 - 06/2014	Horn of Africa	World Bank Niels Harild, Head of GPF, nharild@worldbank.org , since retired now nharild@gmail.com Contractor: Tana	Deputy Team Leader	<p>Study of Forced Displacement of IDPs and refugees in the Horn of Africa (Djibouti, Eritrea, Ethiopia, Kenya, Somalia, South Sudan, Sudan, and Uganda) in 2 phases</p> <p>The issues covered by the study were: 1) History, regional and country context; 2) Displacement profile 3) Actors, factors and interests 4) Needs of displaced and prospects including return 5) Map of existing displacement policies and programs 6) Operational recommendations The wealth of information from desk studies, interviews with displaced and host communities, interviews with key stakeholders such as government and humanitarian and development actors was triangulated in order to ensure a correct description of the displacement situation as a basis for sound and clear recommendations. The recommendations were especially related to finding durable solutions for the protracted crisis of displacement in the Horn.</p> <p><i>Activities Performed:</i></p> <ul style="list-style-type: none"> - Extensive desk study of literature on HoA and displacement - Interviews with UNHCR, INGOs, World Bank staff and refugees, IDPs and host communities. - Mission to Northern Uganda and 2 missions to Ethiopia and Kenya. Missions to South Sudan and Sudan planned for 2015. - Visits to refugee camps for Somalis in Dolo Ado and for Eritreans in Shire in Ethiopia and

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01/2014 - 10/2016	Denmark, Tanzania, Ghana and South Sudan	Danida's evaluation department. Marianne Vestergaard, Evaluation Department. marves@um.dk +45 33920210 Contractor: Tana in consortium with INTRAC	Team Member	<p>to camps/settlements for mainly South Sudanese in Northern Uganda and Kakuma in Kenya</p> <ul style="list-style-type: none"> Outputs: Desk study report, Back-to-office reports after each mission, draft and final reports. <p>Final report: http://pubdocs.worldbank.org/pubdocs/publicdoc/2015/7/892801436371029880/forced-displacement-horn-of-africa-Report.pdf</p> <p>Follow-up evaluation of the Danish policy for support to civil society using a real time approach</p> <p>The real time evaluation evaluated over three years the roll out of the new Danish civil society policy. It focussed on three aspects: an innovation fund for Danish CSOs, support through Danish CSOs and support to civil society in fragile situations.</p> <p><i>Activities performed:</i></p> <ul style="list-style-type: none"> Assess progress of innovation-funded projects, funding through Danish CSOs and in Danida country programmes. Testing the role of the change pathways in the intervention logic outlined in the Civil Society Policy. Facilitating a process of learning among stakeholders on how to track the contribution of the change pathways to the Civil Society Policy goals <p>External Evaluation of Caritas Denmark's response to the Iraqi displacement crisis in Jordan, 2012-14</p> <p>As part of Danish support to the Regions of Origin Initiative to the Iraqi displacement Crisis. Caritas Denmark has with Caritas Jordan been supporting Iraqi refugees since 2008 in the areas of health assistance (primary, secondary and tertiary), primary education and livelihood training via training and start-up support. The evaluation was an end-of-project evaluation and concentrated on sustainability of the activities and on lessons learnt in relation to assistance for Syrian refugees.</p> <p><i>Activities performed:</i></p> <ul style="list-style-type: none"> Desk studies. Draft and finalise inception report; including evaluation matrix and questionnaires for each target group. Mission to Jordan to interview stakeholders (Caritas-Jordan, Iraqi refugees as beneficiaries, UNHCR and other NGOs, government and host community representatives) Present debriefing note Draft and finalise evaluation report <p>Assistance to Peer-review of the Evaluation Function in Danish Ministry of Foreign Affairs</p> <p>The peer review will provide the Ministry of Foreign Affairs management and the Evaluation Department with an assessment of the evaluation function. The aim was to assess the role and quality of work of the Evaluation Function and provide recommendations for improvement. Matters, which were addressed were, the Evaluation Function's working methods, credibility, independence, and relevance for learning and accountability purposes.</p> <p><i>Activities performed:</i></p> <ul style="list-style-type: none"> Interviews with the 10 most recent team-leaders of Danida Evaluation about independence. Assist peer-reviewers in interviewing relevant stakeholders in Copenhagen
10/2014 - 12/2014	Jordan	Caritas Denmark Kimi Hilbr Pedersen, Programme coordinator / Chargée de programme Dir: khp@caritas.dk , +45 38180001 Contractor : Tana	Team Leader	
11/2014 - 12/2014	Denmark	Evaluation Department in the Danish Ministry of Foreign Affairs Sus Ulbaek, Head of Evaluation Department, susulb@um.dk Contractor: Tana	Consultant	

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10/2014 - 11/2014	Africa regional	Danish Embassy in Ethiopia Programme Officer, Peter Lassen, pelias@um.dk Contractor: Tana	Team leader	<ul style="list-style-type: none"> - Drafting of report <p>Update of results framework for Africa for Peace programme. The Danish support to the Africa for Peace programme includes support to AU, IGAD, ECOWAS, WANEP and KALPTC. The original results framework needed clear outcome and output indicators and baselines. This assignment assisted the organisations to formulate and finalise these.</p> <p>Background analysis on the context of South Sudan to feed into the Synopsis for the Danish South Sudan Policy Paper 2016-2021 The project assists the Embassy in preparation of the Policy Paper and Country Programme through providing a context and background analysis of South Sudan outlining the current situation in South Sudan as well as the background and framework that the future South Sudanese-Danish cooperation will be based on during the next 5 years timeframe. The project was desk based but building upon previous field experience from South Sudan as well as telephone/skype interviews with individuals based in Juba and Addis Ababa.</p>
07/2014 - 08/2014	South Sudan (Desk Based)	Danish Embassy in Addis Ababa Andreas Clausen Boor, andbooc@um.dk Embassy Secretary Ababa Contractor: Tana	Policy Expert	<p><i>Activities performed:</i></p> <ul style="list-style-type: none"> - A desk analysis of socio-political, economic, security, humanitarian and development dimensions - Applying a human rights based approach - Identification of key stakeholders - Identification of risks and drivers of change - Theory of change analysis <p>Formulation of Denmark's Transition Programme for Mali 2015-2016 The Danish Embassy in Mali has started the process of formulating a new 2-year transition programme for Mali 2015-2016. The core objective was to contribute to reduced poverty and increase stability. The transition programme built on lessons learnt during the crisis of 2012-2013. The objective of the assignment is to assist the embassy staff in developing an efficient and effective transition programme, which recognizes the context in Mali, and is in line with Danida's development policies, including Human Rights Based Approach and with the Malian governments own policies and priorities to reduce poverty.</p> <p><i>Activities performed:</i></p> <ul style="list-style-type: none"> - Consultations with embassy staff, relevant stakeholders and partners - Drafting of programme document - Drafting of Terms of Reference for Danida Appraisal Mission in August 2014
06/2014 - 09/2014	Mali	Embassy in Ouagadougou Anne Maria Madsen, Deputy Head of Embassy, annmad@um.dk Contractor: Tana	Team Leader	<p>Review-cum Appraisal of the "Youth engaging in change processes in Egypt and North Africa" programme ActionAid Denmark has been engaged in the Danish Arab Partnership Programme (DAPP) since its initial stage. Part of the DAPP was to establish a youth programme. In 2011 the Building Bridges for Youth Action Programme was expanded to Egypt and North Africa. The overall objective of DAPP is the enhanced capacity of and opportunities for young people to play an active role in directing social change in North Africa, particularly Egypt. The objectives of the review were to assess the outputs and outcomes of the programme June 2011 – March 2014 and assess to what extent the programme had achieved its objectives, assess the strategies, set-up and structure of the programme, draw lessons learned from the first phase, present recommendations for the future and assess the future plans for the programme.</p> <p><i>Activities performed:</i></p>
05/2014 - 06/2015	Egypt	ActionAid Denmark Mette Due, mdu@ms.dk Contractor: Tana	Team Leader	<p><i>Activities performed:</i></p>

Date from - Date to	Location	Company & reference person ¹ (name & contact details)	Position	Description
12/2013	Myanmar	Danida Fellowship Centre Lars Pedersen, Training Adviser, lp@drcentre.dk +45 3524 8472 Contractor: Tana	Course Leader	<ul style="list-style-type: none"> - Document studies - Interviews of staff of participating organisations, training participants and community members - Debriefing note containing preliminary findings - Review report <p>Election Course for Civil Society Organisations and Local Media in Myanmar</p> <p>The by-elections in Myanmar/Burma in 2010 and the planning of general elections in early 2015 posed a window of opportunity in terms of supporting the democratic process. In emerging democracies such as Myanmar/Burma election monitoring takes on heightened importance, as suspicions of the political system and the election process are strong. Observation can make an important contribution to peace building, since creating confidence in elections can help promote national reconciliation and sound democratic practices.</p> <p>The objective of the course was:</p> <p>Based on a presentation of political rights and the political system as well as being introduced to relevant stakeholders in Myanmar, the participants from civil society were trained in the process of election monitoring, including not only the activities at polling stations and tallying centres, but also the process leading up to elections as well as immediately after.</p> <p><i>Activities performed:</i></p> <ul style="list-style-type: none"> - Developing course design and flow - Train and facilitate sessions during the course - Responsible for all logistics during the course - Selection and communication with participants prior and after the course - Course evaluation <p>Preparation of organisational strategy for Danish support to the World Food Programme (WFP)</p> <p>The objective of the assignment is to prepare technical input for the Danish organisational strategy for the World Food Programme for the period 2014-17 with special focus on:</p> <ul style="list-style-type: none"> - WFP's humanitarian mandate and role, including at country level and in humanitarian reform and coordination - WFP's role in fragile states, including on early recovery and resilience building - Organisational efficiency and effectiveness with a focus on delivery of results and impact, including reform efforts towards enhanced M&E, corporative reporting, risk-management and anti-corruption as well as accountability to beneficiaries, including cross-cutting issues such as gender and protection. <p><i>Activities performed:</i></p> <ul style="list-style-type: none"> - Literature review - Key informant interviews, both at ministerial level in Denmark, and with key informants, including from the World Food Programme in Rome - Drafting of key documents such as the draft concept note and the draft programme document - Mission to Rome, WFP HQ.
06/2013 - 01/2014	Global	Danish Embassy in Rome Maj Hessel, mahes@um.dk +39 06 9774 8322 mobile: +39 3487 776 361 Contractor: Tana	Team leader	
07/2013 - 09/2013	South Sudan	World Bank Niels Harild, Head of GPFID, nharild@worldbank.org +202 4735662	Lead Consultant	<p>Study of Return and Reintegration of IDPs and Refugees – Context, Constraints and Opportunities</p> <p>The objective of the study was to provide the South Sudan country team of the World Bank with an analysis focused on the conflict, displacement, and development nexus; the causes of secondary</p>

Date from - Date to	Location	Company & reference person ¹ (name & contact details)	Position	Description
		Contractor: Tana		<p>displacement and key mitigation measures; and key livelihood opportunities. This will inform the dialogue with government and development partners on entry points and practical steps regarding operations, institutional reforms, or policy changes that address the development dimensions of forced displacement. This study was a scoping/inception study for a more comprehensive study.</p> <p>The scoping study contributed information of entry points for operations, institutional reforms, or policy changes that address the development dimensions of forced displacement:</p> <p><i>Activities performed:</i></p> <ul style="list-style-type: none"> - Analysis of Displacements patterns, causes and socio-economic characteristics of IDPs and refugee returnees vis-a-vis host communities - Mapping of government's (South Sudan) and key stakeholders' policies, programmes and plans for assisting IDPs and refugees in regard to reintegration and key constraints - Analysis of the capacity of the existing administrative set-up to support return and reintegration - Collecting good practices of reintegration - Literature review - 12 days of field research and interviews in South Sudan with key stakeholders in Juba. - Inception/scoping report
06/2013 - 07/2013	Niger	<p>Danish Representation Office in Niger Henrik Westerby, henwes@um.dk +227 20 72 39 48</p> <p>Contractor: Tana</p>	Team Member	<p>Formulation of Second Danish Good Governance Programme in Niger</p> <p>The objective of the Consultancy was to facilitate the Danish Representation Office and the Government of Niger in managing the process of preparing a new phase of Danish support to Good Governance. This encompassed support to the entire programming process, from identification of the most pertinent needs over the design of interventions through to the final approval, by the competent authorities in Denmark and Niger, of the proposed programme.</p> <p>The programme under formulation focused on human rights and democracy, with a strong accent on gender and inclusion of support to media and selected government institutions. Anti-radicalization was an important element underlying the programme as well.</p> <p><i>Activities performed:</i></p> <ul style="list-style-type: none"> - Desk review - A two-week mission to Niger - Interviews with key informants - Mapping of actors and identification of potential intervention areas for Denmark - Drafting of key documents such as concept note, gender rolling plan, human rights based approach screening note and programme document
03/2013 - 10/2013	Burkina Faso, Mali, Niger	<p>Danish Ministry of Foreign Affairs Peter Lassen, Head of Section, peltas@um.dk, 50778647</p> <p>Contractor: Tana</p>	Team Leader	<p>Identification and Formulation of a Danish Regional Stabilisation and Peace Programme for the Sahel</p> <p>In addition to the substantial bilateral and humanitarian support to the three Sahel countries, Denmark wished from its Stabilisation and Peace fund to support a regional stabilisation programme. The Programme focused on three objectives:</p> <p>1) Enhance mediation and conflict resolution, 2) Contribute to improved security and 3) Counter extremism and organized crime. Denmark supports the Sahel Regional Programme. With a budget of 125 million DKK (approximately 17 million Euros), and other donors are also committing support. The assignment included a desk-study of the context, framework and regional organisations in the Sahel presented in an inception report, an 11 days identification mission to the three countries and drafting of an identification report. Subsequently to the decision-makers having decided on which</p>

Date from - Date to	Location	Company & reference person ¹ (name & contact details)	Position	Description
				<p>recommendations should be followed up, a programme document was formulated.</p> <p><i>Activities performed:</i></p> <ul style="list-style-type: none"> - Consultations with potential stakeholders in Denmark, - A context analysis of the current situation in the Sahel region - A programme identification including an identification report - Analysis Field mission to Niger, Mali & Burkina Faso) - Internal Sahel Meeting with Danish Embassy representatives from the three countries in the region - Participation in Workshop on Countering Violent Extremism in West Africa and the Sahel in Burkina Faso - Participation of meeting with other potential donors in Copenhagen - Identification of potential risks and challenges of the enhanced Danish engagement as well as potential responses and mitigation strategies - Formulation of a Programme document <p>Formulation of Support to Africa Programme for Peace, Phase 3</p> <p>Formulation of the third phase of the Danish Africa Programme for Peace (APP III), which is a regional programme supporting the African Union and sub-regional organisations in Africa (ECOWAS, IGAD, KALPITC and WANEP) in relation to strengthening the African response to crisis and conflict. The basis of this is the African Peace and Security Architecture (APSA), which covers a range of political and security instruments and anchored in the AU and the sub-regional organisations.</p> <p>Denmark has been supporting the AU and its sub-regional counterparts since 2004 with inputs that are closely aligned with their strategic plans and harmonized with other donors.</p> <p>The assignment involved assessment of the current status of the organisations' institutional performance and delivery against the milestones set through the APSA and design of a programme (DKK 210 million over four years) that is as aligned and harmonized as possible. The outputs of the project included a Thematic Programme Document and five development engagement documents according to Danida's new aid management guidelines, including overview of input areas and risks analysis.</p>
06/2013 - 10/2013	Africa Regional	Danish Embassy in Addis Ababa Birthe Larsen, birtar@um.dk Contractor: Tana	Stabilisation Expert	<p><i>Activities performed:</i></p> <ul style="list-style-type: none"> - Desk study of available documentation, including lessons from previous phases - Field work in Addis Ababa (AU and IGAD) and Abuja (ECOWAS, WANEP) - Drafting of programme documentation in accordance with Danida guidelines and requirements - Consultations with Embassy officials <p>Preparation of organisational strategy for Danish support to the African Development Bank (AFDB)</p> <p>The African Development Bank Group is a multilateral development institution with 77 member countries, 53 being African. The overarching objective of the Bank Group is to foster sustainable economic development and social progress in its regional member countries thus contributing to poverty reduction.</p> <p>The objective of the assignment is to prepare technical input for the Danish organisational strategy for AFDB with special focus on the issues fragile states, inclusive green growth (including sustainable energy), gender and governance. It has a special focus on strengthening the Bank as "the African Development Bank in Africa", especially with respect to decentralisation and</p>
02/2013 - 04/2013	Africa Regional	Danish Ministry of Foreign Affairs Thure Christiansen, thuchr@um.dk , +45 33 92 00 00 Contractor: Tana	Team Leader	

Date from - Date to	Location	Company & reference person ¹ (name & contact details)	Position	Description
05/2012 - 04/2013	Global	Danida Evaluation Department, Magrethe Holm Andersen, Danida Evaluation Department, marand@um.dk Contractor: Tana in Consortium with Indevolvep and with INTRAC as lead	Civil Society Expert, and Team Leader on the Uganda Country Study	<p>effectiveness</p> <p><i>Activities performed:</i></p> <ul style="list-style-type: none"> - Literature review - Mission to Tunisia - Key informant interviews, both at ministerial level in Denmark, and with key informants, including from the AfDB, in Tunis - Drafting of key documents such as the draft concept note and the draft programme document <p>Evaluation of the Danish Strategy for Support to Civil Society</p> <p>The evaluation was forward-looking and provided recommendations for the future operationalization of the Strategy, including recommendations at three different levels: 1) Overall Strategy level 2) Country level and 3) Organisational level. The recommendations were directed to Danida, the Danish NGO Community and other implementing partners.</p> <p>Two countries were selected for field visits with a view to ensure learning from countries where Danish support to civil society development is considerable and covers a wide range of funding channels or modalities. In the two countries a context analysis, mapping of civil society and an in-depth mapping of Danish CSO support, including Danish funding for multilateral support to civil society development in-country and workshops and electronic surveys were conducted. Electronic Surveying was carried out in 11 selected countries.</p> <p><i>Activities performed:</i></p> <ul style="list-style-type: none"> - Assist in developing methodology, including an on-line survey conducted in 11 countries - Leading the field mission team and country studies in Uganda and write country report - Interviews and meetings with NGOs in Denmark - Input to the overarching Evaluation Report <p>Aid Effectiveness, Kenya Joint Assistance Strategy, Workshop Facilitation</p> <p>The first Kenya Joint Assistance Strategy (KJAS) for the period 2007 – 2013 was launched in September 2008 and represents the mutual commitment to develop a new and more effective way of working together. KJAS is a major step forward in the partnership between the Government of Kenya and DPs to intensify collaboration efforts to significantly improve the prospects for sustained growth and poverty reduction.</p> <p>The first KJAS term comes to an end in 2013. A Third Aid Effectiveness Group (AEG) Retreat, themed "Partnership for Effective Development Corporation" was held in Nanyuki, Kenya between 14th and 16th November, 2012. The Retreat brought together about 100 participants, representing a wide spectrum of Government of Kenya Ministries, Agencies and Departments; Development Partners; Civil Society Organizations; and Private Sector representatives.</p> <p><i>Activities performed:</i></p> <ul style="list-style-type: none"> - Prepare one page background papers for each of the break-out group sessions to guide the group - Guide the break-out session chairs on the objectives of each break out group - Facilitate the workshop and lead participants through focused discussions towards achieving AEG retreat objectives - Compile and consolidate all the information gathered from all the break-out sessions to be presented in plenary - Prepare a draft retreat report on the outcome after the end of the retreat for review by the
10/2012 - 12/2012	Kenya	Danish Embassy in Nairobi Ole Thonke, Deputy Head of Mission, oletho@um.dk Contractor: Tana	Aid Effectiveness Specialist	

Date from - Date to	Location	Company & reference person ¹ (name & contact details)	Position	Description
09/2012 - 10/2012	Nepal	Danish Embassy in Kathmandu Lis K. Christensen kthamb@um.dk Contractor: Tana	Team Member	<p>AEG</p> <p>Identification of the Peace, Human Rights and Good Governance Programme in Nepal The objective of the assignment was to assist 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. Support was identified to peace-building activities through the Nepal Peace Trust Fund, support to justice sector reform, support to electoral process and to political party transparency and accountability.</p> <p><i>Activities performed:</i></p> <ul style="list-style-type: none"> - A contextual analysis taking into consideration the fragility and conflict potential of the country and the identification of entry points for future support - Consultations with key partners and stakeholder sin 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 - Produced an identification report; a concept note; a budget support assessment; an environmental screening note; and a gender rolling plan <p>Desk Study of the Middle East and North Africa (MENA) for ActionAid International's Strategy Development Seminar Carried out a desk study of 10 countries in the MENA region (Lebanon, Syria, Jordan, Egypt, Yemen, Morocco, Tunisia, Algeria, Libya and oPi), commissioned by ActionAid Denmark (AADK). The study aimed at highlighting the social, economic and political trends in the Middle East and North Africa (MENA) region, as well as present a mapping of potential allies and donors relevant for the organisation. The study will serve as a basis for ActionAid International's (AAI) new regional MENA initiative that is to be formulated at an upcoming Strategy Seminar. Strategic recommendations were formulated in the study to provide guidelines prior to the Seminar. AA's existing work in the region, as well as AAI's global strategy, 'People Action to End Poverty' were also taken into consideration. The desk study did an analysis of 10 countries in the MENA region (Lebanon, Syria, Jordan, Egypt, Yemen, Morocco, Tunisia, Algeria, Libya and oPi), identifying the current socio-economic, political and civil society trends in the countries as well as providing a regional overview. The study looked at the regional trends in the light of the Arab Spring, and focused particularly on the role of civil society in the developments in the region.</p> <p><i>Activities performed:</i></p> <ul style="list-style-type: none"> - Identified Strategic areas of support for AAI's regional initiative based on the current socio-economic and political trends in the MENA region - Identified and mapped potential allies in the MENA region that are relevant for working at the regional level - Identified funding potentials
09/2012	MENA (Desk Based)	ActionAid Denmark Suab Nabhan, Regional Director, sna@ms.dk Contractor: Tana	Team Leader	<p>Quality Assurance of the Evaluation of the Access to Justice Programme in Zambia, 2006 – 2011 The overall purpose of the evaluation was to inform the Government of Zambia on the relevance, efficiency, effectiveness, sustainability and impact of the Atol programme. It comprehensively assessed and documented the way in which the Atol Programme had contributed to the achievement of results and to identify conclusions, lessons learned and forward-looking</p>
04/2012 - 09/2012	Zambia	Danish Embassy in Zambia Peter Juhl Larsen, Deputy Head of Embassy, pejula@um.dk Contractor: Tana	Quality Assurance	

Date from - Date to	Location	Company & reference person ¹ (name & contact details)	Position	Description
				<p>recommendations for the continued improvement of AtouJ in Zambia that were used as input to the development of a new strategy. To achieve this, the evaluation assessed the AtouJ Programme as the combined efforts of Government of Zambia and donors to achieve the goal of easier access to justice for all.</p> <p><i>Activities performed:</i></p> <ul style="list-style-type: none"> - Quality assurance (QA) of the consultancy services in accordance with the Evaluation Team quality management and quality assurance system
06/2012 - 07/2012	Mali	<p>Danish Embassy in Bamako Deputy Head of Mission Anne Maria Madsen, anmmad@um.dk Contractor: Tana</p>	Expert in Aid Effectiveness and Fragile Situations	<p>Assessment of the Danish Support to Mali and Identification of Modalities for Continued Collaboration with Malian and International Partners</p> <p>The crisis in Mali resulted in a re-organisation of Denmark's bilateral aid assistance to the country. Since the governmental institutions collapsed there was a need to identify alternative modalities ensuring that the support would reach the intended beneficiaries and the expected results in view of promoting democratic governance, rule of law principles and conflict prevention. Furthermore, the mission also assessed the need and possibilities for supporting and/or reconstructing the institutions on central and national levels.</p> <p><i>Activities performed:</i></p> <ul style="list-style-type: none"> - Desk study and analysis of relevant documents, - Consultation with Embassy programme officers as well as with ministerial counterparts - Consultations with other donors e.g. UNDP, World Bank, EU, Sweden and France - Consultation with civil society organizations and resources persons and personalities working with conflict resolution and political awareness building at local level - Assessment-report of the relevance of the Danish Aid programme portfolio in Mali under the current circumstances - Formulation of two sets of TOR – for 1) a context analysis and 2) a risk analysis - Recommendations on how to proceed with assistance in a fragile context <p>Exploring the Possibilities for Future Support to Regional Media in Southern Africa – Needs and Challenges</p> <p>Various donors have for many years in various ways supported programs and projects in support of an independent, capable and diversified media sector in Southern Africa. The Nordic countries and the Netherlands have been the main financial supporters of the Media Institute of Southern Africa (MISA) on the regional level.</p> <p>The objective for the assignment were, based on document research, to provide a basis for decision on the future regional media support, and to explore in a broader context the needs and challenges facing the media in Southern Africa and provide an overview of actors supporting regional media.</p> <p><i>Activities performed:</i></p> <ul style="list-style-type: none"> - Provided an overview and socio-political context of the media situation in 11 countries (Angola, Botswana, Lesotho, Malawi, Mozambique, Namibia, South Africa, Swaziland, Tanzania, Zambia, Zimbabwe) - Identified country specific issues concerning among other: Human rights, rule of law, regulatory framework, accountability and the relationship between government and media institutions - Study of organized media actors and diversity of media - Identified possible regional actors and their potential
04/2012 - 07/2012	Southern Africa (Desk Based)	<p>Danish Embassy in Zambia (embassy has subsequently been closed) Programme officer at the time, Peter Juhl Larsen peju@um.dk Contractor: Tana</p>	Team Leader	

Date from - Date to	Location	Company & reference person ¹ (name & contact details)	Position	Description
05/2012 - 06/2012	Southern Africa	Danish Embassy in Pretoria Programme officer, Vibeke Sandholm Pedersen, vibped@um.dk Contractor: Tana	Team Leader	<p>Review of the first phase of the DANIDA Programme on Peace and Security, Democratisation and Integration in the Southern African region 2010-2012 and formulation of the second phase 2013-2014</p> <p>The Danish Ministry of Foreign Affairs, in line with its policy paper for South Africa from 2010 "Denmark – South Africa Partnerships for the Future" decided to continue its support for regional programme interventions in the SADC region in the field of peace and security, democracy and regional integration. The Danish Embassy consequently requested a review of the 2010-12 programme and based on this formulate a programme for 2013-14.</p> <p>The seven organisations which received funding under the 2010 2012 programme were: 1) Institute for Security Studies (ISS), 2) Institute for Justice and Reconciliation (IJR), 3) Trade Law Centre for Southern Africa (TRALAC), 4) South African Institute of International Affairs (SAILIA), 5) Electoral Institute of Southern Africa (EISA), 6) Institute for Democracy in South Africa (IDASA), and 7) Centre for Conflict Resolution (CCR). It was recommended to continue funding by Denmark of five of these: ISS, IJR, TRALAC, SAILIA and CCR.</p> <p><i>Activities performed:</i></p> <ul style="list-style-type: none"> - Desk study of reports from all the organisations - Interviews with staff from the organisations, embassy staff and other donors - Produced a debriefing note with an initial analysis of how the supported organisations had complied with the objectives outlined in the project agreements for 2010-2012, and contained recommendations on which organisations to support - Formulated a draft programme document - Produced a draft appropriation note for the Danida Board <p>Programme Formulation for Governance and State-Building in Yemen</p> <p>Within the Multi Annual Indicative Programme for 2011-2013, the European Union had earmarked an amount of approx. EUR 18 million to support State Building and Good Governance with a Financing Decision to be adopted in 2012. Given the developments in Yemen, the formulation of this support was extremely timely and highly relevant. The programme was formulated to be complementary to ongoing EU support programmes. The scope of this assignment was to identify the most appropriate areas for support to be financed with the incoming EU funds, such as: <i>Electoral Assistance, Civil Registration, Inclusive Governance etc.</i></p> <p><i>Activities performed:</i></p> <ul style="list-style-type: none"> - Reviewed the proposed identification document to formulate a programme in governance and state building - 4 weeks field work in Yemen - Consultations with ministries, political parties, parliament and electoral commission
03/2012 - 04/2012	Yemen	EU Delegation in Sanaa, was contracted by GHK International and partnered with HTSPE Good Governance Programme Officer, Mary Horvers: Mary.HORVERS@eeas.europa.eu Contractor: British Consultancy Company. Tana subconsultant	Team Leader	<p>Evaluation of EU Support to the Peace Process in Southern Philippines</p> <p>The Mindanao region has long been affected by a combination of breakaway rebel groups, militant Islamist groups from elsewhere in South Asia, and communist rebels in the North. The area is characterized by internal struggles and conflicts, with national liberation movements fighting for self-determination. The EU through the Instrument of Stability is supporting civil society endeavours contributing to building confidence and creating a favourable climate for resumption of the talks along with measures to ensure a better protection of civilians in conflict areas. In this context, this assignment had the overall objective to evaluate the EU support to the peace process in Mindanao, Philippines, and to provide recommendations on its improvement and continuation.</p>
01/2012 - 02/2012	Philippines	EU Delegation to the Philippines, Responsible: Antoine Gouze de Harven; Antoine.GOUZE-EE-DE- HARVEN@eeas.europa.eu Contractor: HTSPE. Tana subconsultant	Team Leader.	

Date from - Date to	Location	Company & reference person ¹ (name & contact details)	Position	Description
11/2011 - 02/2012	Ethiopia, Kenya, Somalia and Sudan	Programme Responsible, Jonas Bergström Jonas.Bergstrom@sida.se Contractor: Tana partnered with Indvelop and Channel Research	Team Leader	<p>Activities performed:</p> <ul style="list-style-type: none"> - To carry out an independent evaluation of the ongoing EU support to the peace process, taking into account the previous programmes. - A brief evaluation of each project under the ongoing programmes - On the basis of the evaluation detailed recommendations were provided on improvements of the ongoing support as well as a general recommendation of the overall EU support to the peace process. <p>Evaluation of the Life and Peace Institute - LPI</p> <p>LPI is an international and ecumenical centre, which through a combination of research and action supports non-violent approaches to conflict transformation. LPI works in Ethiopia, Somalia, Sudan Kenya and DRC with the following overall objective: "That LPI has enhanced the role of civil society in peace-building and that its partners are able to contribute in a professional way to peaceful development and change through conflict transformation theory and practice."</p> <p>The purpose of the evaluation was to provide the basis for Sida and LPI to jointly assess the relevance and effectiveness of LPI's conflict transformation programme, support LPI to further develop programme for the implementation period 2012-2015, and facilitate Sida's future decisions regarding continued support with an emphasis on the quality of LPI's capacity development efforts.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Documentary research - Key informant interviews (in Sweden & in the field) - Observation and Community Consultation - Validation - Triangulation <p>Preparation of a Whole-of Government Stabilisation, Security & Justice Sector Development and Peace-building Programme in the East Africa/Horn of Africa/Yemen Region 2011-2014</p> <p>Denmark has decided to establish a new framework for implementing a Whole of Government approach to stabilization, security and justice sector development and peace building in fragile states. The new framework, seeks to deepen the integration between the areas of diplomacy, defence and development in order to enhance the impact and sustainability of Danish efforts in fragile states.</p> <p>The Stabilization Programme has a budget of 35 million GBP and includes funding from ODA and non-ODA funds and is a joint programme between three Danish ministries (Foreign Affairs, Defence and Justice). The team included representatives from the Ministry of Foreign Affairs, Ministry of Defence and Danish Defence Command. The programme included support to peacekeeping, coast guards and justice sector, including countering money-laundering and is mainly focused on stabilization and anti-piracy in Somalia</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Identification mission to Ethiopia and Kenya and writing of identification report - Formulation mission to Kenya, Puntland and Somaliland and writing of programme document - Produced a concept note and a number of briefing notes - Consultations with a range of actors: AU, IGAD, East African Stand-by Force, coast guards and navies, government representatives, representatives of community organizations, NGOs (including women groups, civil-society groups working with conflict
03/2011 - 11/2011	Ethiopia, Kenya and Somalia	Danish Ministries of Defence and of Foreign Affairs Anders Tang Friborg, Charges d'Affaires Danish Embassy in Libya, andfri@um.dk Contractor: Tana	Team Leader	

Date from - Date to	Location	Company & reference person ¹ (name & contact details)	Position	Description
08/2011 - 09/2011	Kenya and Somalia	UNOPS for UN Country team on Somalia Mathew Leslie, Risk Manager, Mathew.Leslie@one.un.org Contractor: Tana	Project Design Expert	<p>resolution etc.) and other donors including UN agencies.</p> <p>Project Design of a Risk Management System Project design for a Risk Management System for the UN Country Team for Somalia – UNCT-S. The UNCT-S includes 26 UN organisations and programmes and a joint risk management system based on international experiences is seen as an element in the one-UN project.</p> <p>Formulation of Danish Project to Support the Implementation of a Land-Border Strategy in Lebanon Project formulation for project for training of border officials at the border to Syria. The Danish support is part of bigger donor package, including EC, US, UK and Germany. Included assessment of capacity of various security forces and donor harmonisation.</p> <p><i>Activities performed:</i></p> <ul style="list-style-type: none"> - Background studies - Interviews with relevant stakeholders - Field visit to Lebanon - Draft and finalise project document
08/2011	Lebanon	Danish Embassy in Beirut Jan Top Christensen, Ambassador to Lebanon, janchr@um.dk Contractor: Tana	Team Leader	<p>Review of ActionAid-Denmark's Youth Programme in the Middle East ActionAid Denmark has for three years been working in Jordan, Palestine, Syria, and Lebanon with civil society partners and youth organisations implementing the programme "Building bridges for youth action in the MENA region and dialogue between youth in Denmark and MENA". As stated in the ToR the objectives of the review were to assess the outputs and outcomes of the Youth Programme and to assess to what extent the programme has achieved or is likely to achieve its objectives. The review also included an assessment of the strategies, set-up and structure of the programme (relevance and efficiency). Finally, the review was aimed at providing recommendations for a new three-year phase of the programme.</p> <p>Review of the Regions of Origin Initiative 2009-2011 Targeting the Iraqi Displacement Crisis Denmark has since 2003 provided support under the Regions of Origin Initiative to persons affected by the displacement crisis in Iraq and its neighbouring countries. The review was conducted with a view to ensure that the programme remains responsive and relevant within the framework of overall ROI objectives and in the context of the gradually changing circumstances in Iraq and neighbouring countries. The review will function as an important component in the deliberations as to whether Regions of Origin activities are to continue in Iraq, Syria and Jordan beyond 2011.</p> <p><i>Activities performed:</i></p> <ul style="list-style-type: none"> - Analysis of the ongoing challenges facing Iraqi IDP's and refugees - Assessment of the results achieved by the implementing partners - Assessment of the interventions in relation to the OECD –DAC evaluation criteria. - Providing recommendations on programme strategies and approaches in future phases of the program.
06/2011 - 07/2011	Jordan and Lebanon	ActionAid Denmark Mette Due, Programme Responsible for Middle East Programmes at Danida Fellowship Centre, mdue@ms.dk Contractor: Tana	Team Leader	<p>Review of the Regions of Origin Initiative 2009-2011 Targeting the Iraqi Displacement Crisis Denmark has since 2003 provided support under the Regions of Origin Initiative to persons affected by the displacement crisis in Iraq and its neighbouring countries. The review was conducted with a view to ensure that the programme remains responsive and relevant within the framework of overall ROI objectives and in the context of the gradually changing circumstances in Iraq and neighbouring countries. The review will function as an important component in the deliberations as to whether Regions of Origin activities are to continue in Iraq, Syria and Jordan beyond 2011.</p> <p><i>Activities performed:</i></p> <ul style="list-style-type: none"> - Analysis of the ongoing challenges facing Iraqi IDP's and refugees - Assessment of the results achieved by the implementing partners - Assessment of the interventions in relation to the OECD –DAC evaluation criteria. - Providing recommendations on programme strategies and approaches in future phases of the program.
01/2011 - 03/2011	Jordan, Syria, Iraq	Danish Ministry of Foreign Affairs Joergen G Jensen, Senior Technical Adviser Danish Ministry of Foreign Affairs, jorjen@um.dk and Thomas.Thomsen@um.dk Contractor: Tana	Team Member	<p>Danida Business Partnerships, Revision of Internal and External Guidelines and Procedures With the launch of the new Danish strategy for growth and employment in 2011, two business instruments notably B2B and the innovation partnership for development (IPD) were merged into the Danida Business Partnerships (DBP). Accordingly, existing guidelines were to be revised and be more aligned with Danida's Aid Management Guidelines.</p>
02/2011	Denmark	Danish Ministry of Foreign Affairs All relevant persons since left the MFA Contractor: Tana	Quality Assurance	

Date from - Date to	Location	Company & reference person ¹ (name & contact details)	Position	Description
11/2010 - 12/2010 and 05/2011	Denmark	Danida Fellowship Centre Lars Pedersen, Training Adviser, lp@dfcentre.dk Contractor: Tana	Course Planner and Facilitator	Development of a Five-Days In-Country Course in Aid Effectiveness Training Module in "National Capacity Requirements in a Development Context" for 17 participants in charge of human resource development in Danish supported programmes in developing countries. Included subjects on Aid Effectiveness, Good Governance and Public Sector Management.
10/2010	Yemen	Danish Ministry of Foreign Affairs Tania Schimmel tansch@um.dk Contractor: Tana	Team Leader	Scoping Mission for Support to Improved Coast-Guard Capacity The newly created Danish Stabilisation Fund has ODA as well as non-ODA funds included and is intended to support stabilization efforts in fragile countries. This assignment with the Danish navy identified and programmed a cooperation of capacity building between the Danish navy and the Yemeni Coast Guard.
10/2010	Yemen	Danish Ministry of Foreign Affairs MENA-department, Special Advisor, Mogens Blom, mogblo@um.dk Contractor: Tana	Team Leader	Country Analysis and Review of Yemeni-Danish Partnership Programme Economic-political analysis of Yemen and subsequently reviewing the Yemeni-Danish Partnership Programme. Included a literature study of existing information on Yemen and interviews with leading economic and political researchers in Yemen. Output was a country analysis report on Yemen. The review was based on the analysis and included reviewing support to Parliament, some ministries but mostly to human rights and women rights organisations including of their relevance in the difficult economic and political situation as well as effectiveness, sustainability and efficiency of programme activities.
07/2010 - 08/2010	Zimbabwe	Danish Ministry of Foreign Affairs Head of Section Sanne Olsen; sanol@um.dk Contractor: Tana	Team Leader	Scoping and identification of support to justice sector in Zimbabwe Scoping cum Formulation of support to the Justice Sector in Zimbabwe, including of possibilities for joint donor support. Also included an analysis of possibilities for supporting official justice institutions as well as non-governmental organisations
06/2010	Egypt	Danish Ministry of Foreign Affairs Special Adviser Mogens Blom; mogblo@um.dk Contractor: Tana	Team Leader	Review of Danish-Egyptian Dialogue Institute Review of Danish Egyptian Dialogue Institute, which support reforms in basic freedoms, knowledge based societies and gender through dialogue partnerships between Danish and Egyptian partnerships.
04/2010 - 05/2010	Kenya	Danish Embassy in Nairobi Deputy Head of Mission, Ole Thonke, oletho@um.dk Contractor: Tana	Facilitator	Course in Aid Effectiveness for High-Level Public Officials in Ministry of Finance and Line-Ministries in Kenya Training in Aid-effectiveness for 20 senior government officials from Ministry of Finance and relevant line ministries in Kenya. Contained subjects e.g. MDGs, Paris Declaration, AAA, Poverty Reduction Strategy, Assessment of progress on Aid coordination in Kenya, state of Joint Assistance Strategy and progress towards more effective aid in Kenya.
02/2010 - 03/2010	Global	Danida Fellowship Centre Lars Pedersen, lp@dfcentre.dk Contractor: Skadkaer Consult	Team Leader	Development of a Five-Days in-Country Course in Aid Effectiveness Developing a course in Aid Effectiveness, see www.aideffective.dk . The Paris Declaration has provided a new framework for development assistance, and partners need to be updated on the effects of this for partnerships with donors. This course is designed to assist staff of partner countries involved in donor supported development programmes to understand this better.
03/2010 - 04/2010	Afghanistan	Danish Embassy in Kabul on behalf of the Nordic+ Group (Sweden, Denmark, Norway and United Kingdom) Adam Ravnikide, Counsellor at Danish Embassy in Kabul, adarav@um.dk Contractor: Skadkaer Consult	Team Leader	Design of Nordic+ Afghan Civil Society Fund (ACSF) in Support of Civil Society in Afghanistan Formulation of a Fund Mechanism for Funding advocacy work of Afghan Civil Society Organisations and ensuring that the programme was designed in a way so several donors could participate and in line with the national development plan of Afghanistan.
03/2010	Pakistan	Danish Ministry of Foreign Henning Nøhr, Chief Adviser hennoe@um.dk Contractor: Skadkaer Consult	Team Member	Appraisal of Framework Program: "Support to Democratic Pakistan and Early Recovery of NWP and FATA" Appraisal of Framework Program for Pakistan "Support to Democratic Pakistan and Early Recovery of NWP and FATA" including scoping of support to capacity building of counter-terror

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				unit.
06/2009 - 03/2010	Uganda	Danish Embassy in Kampala Danish Ambassador to Uganda, Natalia Feinberg, nattef@um.dk Contractor: Skadkaer Consult	Team Leader	Formulation of Democracy, Justice and Peace programme in Uganda Formulation of a new phase of the Democracy, Justice and Peace Programme including support to accountability institutions, civil society and ministries. Joint donor programme (DFID, Austria, Sida, Norad, Ireland and Netherlands). Including budget support to justice sector, support to capacity building in Parliament, Human Rights Commission and other independent institutions and organisations. Ensured alignment with national development plan.
12/2009 - 02/2010	Lebanon	EU Delegation in Beirut Duccio Bandini, Attaché, Security Sector and Stabilization Issues. Duccio.BANDINI@ec.europa.eu Contractor: Skadkaer Consult	Team Leader	Urgent Technical Assistance for the Preparation of an Integrated Border Management Joint Donor Programme on the Eastern Border between Syria and Lebanon Assisting the Lebanese Authorities in developing a programme for integrated border management on the Eastern Border of Lebanon to be funded by the European Commission and other donors
10/2009 - 05/2010	Kenya	Danish Embassy in Kenya Danish Ambassador to Kenya, Bo Jensen, bojens@um.dk Contractor: Skadkaer Consult	Team member	Formulation of Peace and Security component in Good Governance Programme aligned to the national development plan and to the strategies of the National Steering Committee on Peace Building and National Reconciliation. Especially cooperated with faith-based and in particular Muslim organisations at the Kenya coast.
08/2009 - 09/2009	Nepal	Danish Embassy in Kathmandu Chief Advisor Karin Poulsen, karpou@um.dk Contractor: Skadkaer Consult	Team Leader	Review of Danish Support to Human Rights and Good Governance, Nepal The objective was to review the progress made in the Human Rights and Good Governance Programme (Phase III) on key issues highlighted by the programme appraisal against stated objectives and provide recommendations for changes to be made in the implementation of the remainder of the programme period.
09/2009	Lebanon	Danish Embassy in Beirut Ambassador Jan Top Christensen iancht@um.dk Contractor: Skadkaer Consult	Team Leader	Review of Northern Border Pilot Project (NBPP), Lebanon Review of achievements of the Danish contribution to the border project. Provided recommendations for continued Danish support and assessed the Pilot Project.
05/2009	Kenya	Danish Embassy in Nairobi Danish Ambassador to Kenya, Bo Jensen, bojens@um.dk Contractor: Skadkaer Consult	Team Member	Identification of the 2nd Phase of the KGGP Programme Identification of Kenya Governance Support Programme by assessing strategies and capacities of possible, relevant recipients of assistance. Included harmonising support with other donors.
05/2009 - 06/2009	Ethiopia, Ghana and Nigeria	Danish Ministry of Foreign Affairs Ambassador to AU, Pernille Kandel, pekar@um.dk and Advisor in MoFA Susanne Wendt, suswen@um.dk Contractor: Skadkaer Consult	Team Member	Appraisal of the Successor to the Africa for Peace Programme Appraisal of African Peace Programme—phase II. Support to AU and regional civil society organisations' peacekeeping and conflict resolution capabilities, included negotiations with the AU Commission.
12/2008 - 05/2009	Yemen, Jordan and Lebanon	Danish Ministry of Foreign Affairs Programme Manager: Mogens Blom Contractor: Skadkaer Consult mogblo@um.dk	Team Leader	Review of the Danish – Arab Partnership Program (DAPP) The Danish – Arab Partnership Programme (DAPP) was launched in 2003 by the Danish Government. The objectives of the programme are to establish the basis for improved dialogue, understanding and cooperation between Denmark and the Arab region, and to support existing local reform processes in the Middle East and North Africa. In 2008, The Danish MFA commissioned a review of the programme in order to document results and make recommendations for the continuation of the programme.
06/2009 - 07/2009	Uganda	Danish Embassy in Kampala Ambassador Natalia Feinberg, nattef@um.dk Contractor: Skadkaer Consult	Team Leader	Formulation of Democracy, Justice and Peace programme in Uganda Identification of new phase of support to democratization and conflict resolution supporting the national development plan and the plan for reconciliation especially in relation to Northern Uganda.

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12/2008 - 03/2009	Kenya and Tanzania	Danish Ministry of Foreign Affairs All responsible have left MFA Contractor: Skadkaer Consult	Contract Holder and Responsible for East Africa Mapping	<p>Review of Danida Fellowship Programme and Danida Fellowship Centre</p> <p>A recent review of Danida fellowship Programme (DFP) and Danida Fellowship Centre (DFC) highlighted the need for DFC to branch out its capacity development (CD) support to take place in developing countries regionally and at a country level. In order to ensure more ownership to development training Danida Fellowship Centre decided to embark on a transformation process to transfer courses to relevant training institutions in partner countries. The assignment assessed training capacities of various public sector training institutions in East and West Africa.</p> <p>Framework for Support to South Africa-based Organisations Providing Assistance to the Region</p> <p>Based on an evaluation of Danish regional assistance to Southern Africa, the Danish Embassy in Pretoria requested Mr Pedersen to develop a more comprehensive framework for this support in line with the Paris Declaration Principles and the Accra Agenda for Action (AAA).</p>
10/2008 - 11/2008	South Africa	Danish Ministry of Foreign Affairs All responsible all left MFA Contractor: Skadkaer Consult	Team Leader	<p>Management of TA.</p> <p>The Ministry of Education (MOE) in Nepal was moving into a SWAp for support to the education sector. The background was that much TA, whether in the form of long-term advisers, training courses, or short-term consultancies, was not being properly managed and Nepal was thus not receiving the full value of the TA. The MOE consequently requested a five-day training course to be provided by Danida Fellowship Centre, which then contracted Mr. Pedersen to provide the course in Nepal for senior management in the MOE.</p>
09/2008	Nepal	Danida Fellowship Centre Advisor Frank Jensen: frakjen@um.dk Contractor: Skadkaer Consult	Team Leader	<p>Mapping of the Readiness of Civil Society to Engage in a Reconstruction Phase</p> <p>In the context of the Paris Declaration, the DAC Principles for good engagement in Fragile Situations and a hope of a political settlement in Zimbabwe, MS – The Danish Association for International Co-operation requested Mr Pedersen to undertake a study in Zimbabwe of the preparedness of civil society to engage in a reconstruction process.</p>
08/2008	Zimbabwe	MS ActionAid Denmark General Secretary of ActionAid, Frans Mikael Janssen, FMJ@ms.dk Contractor: Skadkaer Consult	Team Leader	<p>Review of Building Local Democracy</p> <p>Team Leader for the review of all countries and review responsible in Uganda. Reviewed and produced the synthesis report including lessons learned, best practices and concrete recommendations for improving ActionAid's strategy on BLD. Mr. Pedersen was overall responsible for the quality of the review process and quality assurance of the final output.</p>
07/2008	Uganda (and six other country studies)	MS ActionAid Denmark General Secretary of ActionAid, Frans Mikael Janssen, FMJ@ms.dk Contractor: Skadkaer Consult	Team Leader	<p>Democratic Ownership – Enriching the Paris Declaration</p> <p>Organized an international workshop about enriching the Paris Declaration by promoting democratic ownership. The conference was held in Copenhagen on 13 May 2008 and had 70 international participants representing donors, partner countries and civil society organizations. Conference website: www.democraticownership.org</p>
03/2008 - 05/2008	Denmark	Danish Ministry of Foreign Affairs Ambassador, Orla Bakdal, orbak@um.dk since retired now orbak@gmail.com Contractor: Skadkaer Consult	Conference Organiser	<p>Study to Identify Good Practices of Development Assistance to Counter-Terror Capacity Development in Developing Countries</p> <p>Based on field studies to Indonesia, Bangladesh, Tanzania and Mali, a team of consultants undertook the study which was presented at the International Peace Institute in New York on the 10th of June 2008. A final report was printed in August 2008.</p>
12/2007 - 03/2008	Iraq	Danish Ministry of Foreign Affairs All relevant persons have left the MFA Contractor: Skadkaer Consult partnered with COWI	Lead Author	<p>Achievements of the Iraqi-Danish Partnership for Reconstruction</p> <p>Focus-paper for work-shop in Amman with Iraqi and Danish Partners.</p>
01/2008	Yemen	Danish Ministry of Foreign Affairs All responsible left Contractor: COWI	Team Leader	<p>Review of the Human Rights Support under the Yemeni-Danish Partnership Program</p> <p>The Danish Institute for Human Rights is implementing a programme in support of the Yemeni Ministry of Human Rights and a representative number of Human Rights NGOs.</p>

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10/2007 - 12/2007	Jordan and Lebanon	Danish Ministry of Foreign Affairs Mogens Blom, mogblo@um.dk Contractor: Skadkaer Consult	Team Leader and Lead Author	Review-cum-Appraisal of the Youth Program under the Danish Program for Progress and Reform Undertook the review of the programme, which was implemented by the Danish Youth Council and the Danish Association for International Cooperation (MS ActionAid Denmark). The Programme is part of the Danish Government's Programme for Progress and reform in the Arab world. The assignment included field missions to Jordan and Lebanon.
10/2007 - 11/2007	Zimbabwe	Danish Ministry of Foreign Affairs Responsible left Contractor: Skadkaer Consult	Team Leader	Review and Identification of Danish Support to Zimbabwe Assisted in developing a more strategic approach to Danish support to Zimbabwe. The assignment included a 10 days mission to Zimbabwe and 2 days in South Africa to consult with a broad spectre of actors in Zimbabwe. Donors, civil society, churches, trade unions, government and opposition.
03/2007 - 05/2007	Kenya	Diakonia, Forum Syd, Save the Children Sweden and Swedish Cooperative Centre Abigail Booth, Raoul Wallenberg Institute, abigail.booth@nwi.lu.se Contractor: Skadkaer Consult	Team Leader	The Paris Declaration and its effects on civil society. Case: Kenya The aim was that the study would serve as an input into the discussions leading up to the review of the Paris Declaration scheduled for September 2008. A workshop with more than 60 participants discussed the study in Nairobi in May 2007 and the study has since then been presented at various international conferences.
05/2007 - 06/2007	Bangladesh	Danish Embassy in Dhaka Now Ambassador Natalia Feinberg, natfe@um.dk Contractor: Skadkaer Consult	Team Leader	Formulation of Multi-Sectoral Programme on Violence Against Women
10/2006	Bangladesh	Save the Children Sweden - Denmark, Danida, DFID, Swiss Development Cooperation and Norad Deputy Head Natalia Feinberg, natfe@um.dk Contractor: Skadkaer Consult	Team Leader	Joint Donor Review of Support to Underprivileged Children's Educational Programme (UCEP) Save the Children Sweden-Denmark, Danida, DFID-UK, Swiss Development Cooperation and Norway has for a number of years supported UCEP's education and training for child labourers.
04/2006 - 06/2006	South Africa	EU Delegation to Pretoria EC-delegation in Pretoria, Project Administrator, Isabel Gabashane, Isabel.GABASHANE@cec.eu.int Contractor: COWI Consult	Team Leader	Feasibility and Design Study on EC support to Public Participation in Local Government in South Africa Feasibility and design study on EC support to Public Participation in Local Government in South Africa. Working closely with the Department for Local Government and other stakeholders. Coordinate with other donors e.g. GTZ, Sweden and DFID.
09/2006	Bangladesh	Danish Embassy in Dhaka Deputy Head, Natalia Feinberg, natfe@um.dk Contractor: COWI consult	Team Leader	Appraisal of Support to CODEC A Bangladeshi national NGO supporting community development in the Coastal Region of Bangladesh.
01/2006 - 04/2006	Global	Danish UN mission in New York Ambassador Pernille Dahler Kandel, pekar@um.dk Contractor: COWI	Team Leader	Counter-Terrorism Capacity Building (CTCB) Commissioned by the Danish UN-mission in New York and in co-operation with an American research-institute, the assignment was to clarify potential links between development assistance and CTCB (especially in relation to good governance), and assist in developing a methodology for assessing the needs of low-income countries for CTCB. Field trips to Kenya and Bangladesh were undertaken.
04/2005 - 09/2006	Denmark	COWI Consulting Engineers and Planners A/S, Denmark	Senior Consultant	Permanent employment by COWI as Senior Consultant.
11/2005 - 10/2006	Nordic+	Relevant persons not in Norrad any	Deputy Team Leader	Barriers to Delegated Co-operation. An assessment of policies and procedures of six members of the Nordic+ group (UK, Netherlands,

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		more. Contractor: COWI		Norway, Sweden, Denmark and Ireland) in order to identify barriers to delegated co-operation and donor-harmonisation in general. The assessment was commissioned by Norad for the Nordic+ group.
04/2005	Mozambique	Danish Embassy in Mozambique Responsible left Contractor: COWI	Team Leader	Review of Programme supporting Consolidation of Municipal Taxes and Fiscal Decentralisation
01/2005 - 02/2005	Uganda	Danish Embassy in Kampala	Team Leader	Review of Danish Support to Good Governance in Uganda The assignment included reviewing a new strategy for mainstreaming governance in all Danish supported development programmes, but the review was mainly directed at interventions in conflict resolution in Northern Uganda and Karamoja, support to the Justice, Law and Order Programme, Decentralisation, Human Rights, Democratisation and Civil rights plus Anti-Corruption.
08/2005 - 11/2005	Ethiopia	Danish Ministry of Foreign Affairs	Team Leader	Analysis of the Perspectives for Danish Development Assistance to Ethiopia, Niger and Mali The analyses were commissioned by the Danish MFA as part of the process to decide on an additional programme country. Besides being overall responsible for all three studies, Finn undertook the research on Ethiopia in September 2005.
12/2005	Zambia	Danish Embassy in Zambia	Team Leader	Support to Refugee Hosting Areas Programme formulation of the second phase of a programme to support the repatriation and integration of Angolan refugees in Zambia.
01/2004 - 02/2005	Africa Regional	Danish Ministry of Foreign Affairs	As Deputy in Danida's Technical Advisory Department; Team Leader	AU and Regional African Organisations 2004 and 2005: Africa Programme for Peace Based on a history of Danish support to initiatives concerning peace-keeping efforts in Southern Africa. Finn was instrumental in the formulation of a programme for assistance to support conflict prevention and peacekeeping capacities in the revitalised regional structures in Africa. With the African Union (AU) in the forefront, this included missions to consult with AU, ECOWAS, IGAD and SADC.
09/2002 - 03/2005	Denmark	Danish Ministry of Foreign Affairs, Denmark	Chief Advisor and Deputy Head of Department	Technical Advisory Services for Development.
11/2003 - 01/2004	Iraq	Danish Ministry of Foreign Affairs	Team Leader	Fact Finding Mission to Iraq A few months after the fall of the Saddam Hussein-regime a fact-finding and identification mission was fielded to Southern Iraq. Support in the form of rebuilding law and order was defined and included police training, refurbishment of court-houses and support to local government structures. A follow-up mission was fielded in November. Mr. Pedersen afterwards had the responsibility (as Team Leader) for advising on a variety of issues concerning assistance to reconstruction projects in Iraq and for input to strategic considerations.
03/2004	Nepal	Danish Ministry of Foreign Affairs	Team Leader	Monitoring and Indicators In order to assist in increased alignment of Danish development support to Nepal, programme partners, advisors and Danish embassy staff were informed of and trained in the agreements of the Paris Declaration. The mission also assisted in setting up a monitoring system with indicators reflecting the alignment agenda.
01/2004	Rwanda	Danish Ministry of Foreign Affairs	Team Leader	Joint donor Review of Support to the Multi-country Disarmament and Reintegration Programme (MDRP) MDRP is a multi-donor programme administered by the World Bank, which attempts to disarm, demobilise and reintegrate up to 250,000 ex-combatants in seven countries around the Great Lakes. The review entailed reviewing various national programmes and participating in a wrap-up conference.

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08/2004	Zambia	Danish Ministry of Foreign Affairs	Team Leader	Appraisal of Programme for Support to Good Governance, Access to Justice and Local Government A broad spectrum of stakeholders was consulted, including Ministries of Finance, Justice and Local Government, other donors and civil society representatives.
07/2004 - 03/2005	Denmark	Danish Ministry of Foreign Affairs	Team Member	Design of new Aid Management Guidelines Assisted the Danish MFA in developing new Aid Management Guidelines in order to adapt these to the decentralisation of Danida and in order to create possibilities for better harmonisation and alignment of Danish development assistance.
11/2003	Ghana	Danish Ministry of Foreign Affairs	Team Leader	Appraisal of a Comprehensive Danish Good Governance, Decentralisation, Human Rights and Democratisation Programme The programme is a broad programme supporting Good Governance in Ghana and includes joint donor support (budget support) to implementation of the PRSP, as well as joint donor programmes in decentralisation and support to advocacy and research-NGOs.
09/2003	South Africa	Danish Embassy in Pretoria	Team Leader	Review of Danish support to Local government, Human Rights and Democratisation Besides reviewing the present set of individual project activities, a plan for developing a new more focussed programme was drawn up in consultation with various stakeholders.
06/2003	Eritrea	Danish Ministry of Foreign Affairs	Team Leader	Review of Danish support to Local government, Human Rights and Democratisation Besides reviewing the present set of individual project activities, a plan for developing a new more focussed programme was drawn up in consultation with various stakeholders.
01/2002 – 07/2002	Malawi	Danish Embassy in Lilongwe	Chargé d’Affaires e.p. Head of Embassy	Charge d’Affaires e.p. Head of Embassy, Danish Embassy, Lilongwe. Malawi. Responsible for overall relations between Malawi and Denmark including a development programme of annually 20 million €.
09/1999 – 01/2002	Kenya	Danish Embassy in Nairobi	Minister Counsellor and Deputy Head of Embassy	Minister Counsellor/Deputy Head of Embassy, Danish Embassy, Nairobi. Primary responsibility was the overall management of the Danish development programme to Kenya, including dialogue with government, other donors and development stakeholders. Programme was annually the size of 25 mill € in mainly health, agriculture and environmental protection.
09/1997 – 12/1999	Denmark	Danish Ministry of Foreign Affairs	Deputy Head of Southern Africa Department	Deputy Head of Southern African Department, Danish Ministry of Foreign Affairs (MFA)
03/1995 – 09/1997	Denmark	Danish Ministry of Foreign Affairs	Head of NGO Unit	Head of NGO-Unit, MFA, Copenhagen
11/1993 – 03/1995	South Africa	EU Commission in Pretoria	Acting Head of EU’s Special Programme for South Africa	Acting Head of Programme Office for the EC programme to support victims of apartheid and the democratic transformation
01/1992 – 10/1993	South Africa	Interfund	Special Programme Officer	Special Programme Officer, Interfund, International NGO. Administered the Danish government’s support to ANC
04/1985 – 12/1991	Denmark	IBIS Denmark	Secretary General	Overall responsible for the organisation, supporting development programmes in Southern Africa and Central America

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08/1985 – 04/1986	Denmark	Danish Red Cross	Head of Section	Responsible for programmes in English speaking Africa
08/1982 – 04/1985	Djibouti and Uganda	UNHCR	Social Services Officer	Responsible for Social Services for refugees in Djibouti and Uganda respectively
01/1979 – 06/1982	Denmark	University of Aarhus and High School	Lecturer	Lecturing in Political Science

Other relevant information (e.g. Publications): n/a

Sworn Statement:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, as per clarifications 9 and 30 of the tender dossier. I understand that any wilful misstatement described herein may lead to my disqualification or dismissal, if engaged. I hereby declare that at any point in time, at the Contracting Authority request, I will be able to provide documents to prove that I have the qualifications and the professional experience (such as certificates of project completion, employer declarations, diplomas) Clarifications 9 and 30



Date: 31/03/2021 in Copenhagen

Finn Skadkaer Pedersen