

## CURRICULUM VITAE

<b>Name</b>	Nadia Masri-Pedersen
<b>Nationality</b>	Danish
<b>Date of Birth</b>	27.07.1983
<b>Residence</b>	Denmark
<b>Present Position</b>	Senior Consultant
<b>Specialisation</b>	Fragile states, Governance and Human Rights; Humanitarian, Peacebuilding, Civil Society Capacity building; Women's Rights, Gender Equality Mainstreaming and Gender-Based Violence, Feminism, Intersectionality, Democracy, Political Participation, Youth Civic Engagement, Non-formal Education; Training & Facilitation; Human Rights Based Approach; Culture Programmes; Role of Business in Development, Justice Sector, Countering Violent Extremism, Media, Election management, Child Protection, Economic Empowerment, Climate change.

## EDUCATION

2006 – 2009	<b>MSc Business and Development Studies</b> , Copenhagen Business School, Copenhagen, Denmark.
2008 – 2009	Exchange Semester, Fundação Getulio Vargas, Rio de Janeiro, Brazil.
2005 – 2005	Exchange Semester at Instituto Tecnológico Autónomo de México.
2003 – 2006	<b>BSc Business Language and Culture (Spanish)</b> , Copenhagen Business School, Denmark.

## KEY QUALIFICATIONS

Nadia Masri-Pedersen is a senior consultant fluent in multiple languages and holds a master's degree in business and development studies. With extensive experience spanning the MENA region, Africa, Asia, and Latin America, she deeply understands diverse developmental contexts, particularly in conflict-affected and fragile states.

Throughout her career, Nadia has undertaken various assignments, demonstrating proficiency in evaluation methodologies, programme formulation, organisational assessments, strategic change processes, studies, surveys, and training/capacity-building initiatives. She has conducted numerous comprehensive evaluations employing various data collection methods, totalling over 38 reviews, evaluations and complex assessments for diverse donors and NGOs operating in both development cooperation and humanitarian aid sectors.

Nadia's expertise extends to governance, human rights, peacebuilding, civil society capacity building, humanitarian and civic engagement. She has provided technical assistance across a spectrum of areas, including gender equality, GBV, SRHR, youth empowerment, media, economic empowerment, climate change and public sector reform.

Moreover, she has played a pivotal role in designing and executing training programmes using participatory and experiential methodologies to foster individual and organisational transformation. Over the past twelve years, Nadia has led over 50 courses and workshops, accumulating over 2500 hours of training and facilitation across 30 countries worldwide. She excels in evaluating training impact through meticulous pre- and post-assessments, ensuring the efficacy of educational interventions.

Nadia offers excellent communication skills in Danish, Arabic, English, French, Spanish, Swedish and Portuguese and the ability to engage in sensitive cultural and political settings.

## LANGUAGES

	Reading	Speaking	Writing
Danish	Mother Tongue	Mother Tongue	Mother Tongue
English	Excellent	Excellent	Excellent
Arabic	Fair	Mother Tongue	Basic
Spanish	Excellent	Excellent	Good
Portuguese	Excellent	Excellent	Fair
French	Excellent	Excellent	Fair
Swedish	Excellent	Excellent	Good

**Countries Worked in:** Brazil, Bangladesh, Burkina Faso, Colombia, Egypt, Ethiopia, Ghana, Guatemala, Haiti, India, Iraq, Israel, Jordan, Kenya, Lebanon, Mali, Mexico, Morocco, Nepal, Pakistan, Peru, The Occupied Palestinian Territories, Rwanda, South Africa, Syria, Tunisia, Uganda, United States, Turkey, and Zimbabwe.

## EMPLOYMENT RECORD

2011 – Present	Consultant, Tana Copenhagen ApS, Denmark
2010 – 2011	Trainer at Global Platform, ActionAid Denmark, Middle East
2009 – 2009	Liaison Officer, Danish Ministry of Foreign Affairs, Denmark
2009 – 2009	Trainer at Global Platform, ActionAid Denmark, India
2009 – 2009	Administrative Officer, Danish Enterprise and Construction Authority, Denmark

## PROFESSIONAL EXPERIENCE

Date	Location	Client	Position	Description
9 April – 30 June (Ongoing)	Denmark (remote)	Danish Ministry of Foreign Affairs	Team Leader	<p><b>Review and Capacity Assessment of DanChurchAid</b></p> <p>To assess the overall organisational capacity of DanChurchAid with a view to implementing the organisation’s strategies and programmes and achieving agreed results under the engagement with the MFA. The review should thus overall assess the capacity, performance, and strategic relevance of DanChurchAid as a strategic partner (SPA). The review focused on saving lives, building resilient communities and fighting extreme poverty through both development and humanitarian sectors.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Lead review team and national consultants</li> <li>- Document review and results mapping</li> <li>- Facilitation of learning workshops to ensure utilisation</li> <li>- Data collection in case countries incl. interviewing partners and beneficiaries</li> <li>- Develop review recommendations</li> <li>- Drafting of review report</li> </ul>
9 April – 30 June (Ongoing)	Desk based	Folke Bernadotte Academy (FBA)	Team Member	<p><b>Evaluation and Results of the Leadership Development Programmes</b></p> <p>The evaluation focuses on assessing the expected results of the seven Leadership Development Programmes (LDP) conducted (online) between 2020 and 2023/24, emphasising the learning and behavioural change of participants and the impact on the respective missions, taking into consideration the implementation of the FBA’s 2022 Civilian Planning and Conduct Capability (CPCC) Leadership Framework.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Contribute to inception report</li> <li>- Lead survey design and dissemination and analysis</li> <li>- Contribute to review report drafting</li> </ul>
19 January – 12 April 2024	Kenya	Danish Ministry of Foreign Affairs	Team Leader	<p><b>Review and Capacity Assessment of PlanBørnefonden</b></p> <p>To assess the overall organisational capacity of PlanBørnefonden with a view to implementing the organisation’s strategies and programmes and achieving agreed results under the engagement with the MFA. The review should thus overall assess the capacity, performance, and strategic relevance of PlanBørnefonden as a strategic partner (SPA). The review focused on children and youth’s rights, youth’s economic empowerment, SRHR, GBV and strengthening civil society capacity.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Lead review team and national consultants from Denmark, Kenya and Ethiopia</li> <li>- Document review and results mapping</li> <li>- Facilitation of learning workshops to ensure utilisation</li> <li>- Data collection in case countries incl. interviewing partners and beneficiaries</li> <li>- Develop review recommendations</li> <li>- Drafting of review report</li> </ul>
11 October – 22 December	Pakistan	Danish Ministry of Foreign Affairs	Team Leader	<p><b>Review and Capacity Assessment of International Media Support (IMS)</b></p> <p>To assess the overall organisational capacity of IMS with a view to implementing the organisation’s strategies and programmes and achieving agreed results under the engagement with the MFA. The review should thus overall assess the capacity, performance, and strategic relevance of IMS as a strategic partner (SPA). The review focused on media support, freedom of expression, safety and security of journalists.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Lead review team and national consultants from Denmark, Pakistan and the Philippines</li> <li>- Document review and results mapping</li> <li>- Facilitation of learning workshops to ensure utilisation</li> <li>- Data collection in case countries incl. interviewing partners and beneficiaries</li> <li>- Develop review recommendations</li> <li>- Drafting of review report</li> </ul>

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8 August – 27 October	Uganda & Ethiopia	Danish Ministry of Foreign Affairs	Team Leader	<p><b>Review and Capacity Assessment of the Danish Family Planning Association (DFPA)</b></p> <p>To assess the overall organisational capacity of DFPA with a view to implementing the organisation's strategies and programmes and achieving agreed results under the engagement with the MFA. The review should thus overall assess the capacity, performance, and strategic relevance of DFPA as a strategic partner (SPA). The review focused on Sexual and Reproductive Health and Rights (SRHR) and Gender Equality, and including assessing projects in climate change, the private sector, female sex workers, youth.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Lead review team and national consultants from Denmark, Uganda and Ethiopia</li> <li>- Document review and results mapping</li> <li>- Facilitation of learning workshops to ensure utilisation</li> <li>- Data collection in case countries incl. interviewing partners and beneficiaries</li> <li>- Develop review recommendations</li> <li>- Drafting of review report</li> </ul>
1 June – 30 September 2023	Denmark	Danida Fellowship Centre	Team Leader	<p><b>DFC-MS TCDC Partnership Review</b></p> <p>The review objective was to undertake a due diligence assessment of the "Together for Impact" Partnership between Danida Fellowship Centre (DFC) and MS Training Centre for Development Cooperation (MS TCDC). This assessment focused on: 1) assessing the partnership and collaboration between MS TCDC and DFC; 2) analysing the pertinent approaches, capacities, and management aspects relevant to the partnership; and 3) providing recommendations aimed at transforming the collaboration into a mutually beneficial relationship for both partners and for the recipients of the educational activities offered by both institutions, aligning with the overarching theme.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Document review and interview with staff</li> <li>- Facilitation of a 3-day workshop with DFC and MS TCDC staff in Denmark</li> <li>- Drafting Review report incl. review references</li> </ul>
1 <sup>st</sup> March – 26 <sup>th</sup> May	Zimbabwe & Denmark	Danish Ministry of Foreign Affairs	Team Leader	<p><b>Review and Capacity Assessment of Mellemfolkeligt Samvirke/ActionAid Denmark.</b></p> <p>The objective of the review is to assess the overall organisational capacity of MSAADK with a view to implementing the organisation's strategies and programmes and achieving agreed results under the engagement with the MFA. The review overall assessed the capacity, performance and strategic relevance of MSAADK as a strategic partner. Finally, the review included findings and recommendations for MSAADK to follow up upon and as a critical input to the ongoing dialogue between MFA and the organisation.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Design of Review methodology and data collection process</li> <li>- Visit to Zimbabwe (Chipingwe, Chimanimani, Mutare, Harare) to collect data, and interviews in Denmark (interviews +50 persons)</li> <li>- Led team of 5 from Denmark, Zimbabwe and Bangladesh</li> <li>- Production of Case stories</li> <li>- Report writing (inception report &amp; review report) and presentation of findings</li> </ul>
19 <sup>th</sup> January – 5 <sup>th</sup> April 2023	Denmark	CISU	Team Leader	<p><b>Capacity Assessment of Dreamtown.</b></p> <p>The Capacity Assessment assessed the extent to which Dreamtown has the professional, organisational, and administrative capacity to carry out the proposed programme considering its past track record and the full existing and planned portfolio of the organisation. The CapPro also assessed the micro granting mechanism, how Dreamtown approaches youth involvement and finally partners' capacities. Finally, it assessed the relevance of the proposed programme in relation to its strategy and programmatic approach considering the programme assessment criteria.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Design of CapPro methodology and data collection process</li> <li>- Interviews in DK (team member interviewed stakeholders in Uganda and Kenya)</li> <li>- Led team of 2</li> <li>- Facilitation of SWOT workshop</li> <li>- Report writing and presentation of findings</li> </ul>
24th October – 4th November 2022 & 24th April – 5th May 2023 (Ongoing)	Tanzania	Danida Fellowship Centre (DFC)  Helle Jørgensen hj@dfcentre.dk	Course Manager	<p><b>Learning Programme on Empowering Women in Management (2 courses)</b></p> <p>This course is designed for 22 mid-senior level women managers with experience and responsibilities in different thematic areas of Danida-supported organisations e.g. government, institutions, civil society organisations as well as business interests. The course aimed at improving the ability of female participants to understand and analyse barriers to equal rights and opportunities in the workforce, to understand how gender impacts leadership and management and to build confidence in their personal abilities as managers and leaders to lead others and take steps towards their own career growth.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Course development and planning</li> <li>- Course management</li> </ul>

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				<ul style="list-style-type: none"> <li>- Training (Gender Equality, Leadership &amp; Management, Feminine Leadership, Coaching, Self-leadership)</li> <li>- Action Plan counselling</li> <li>- Management of mentorship component</li> </ul>
19 <sup>th</sup> December 2022 – 21 <sup>st</sup> April (Ongoing)	Kenya, Nepal and Denmark	Danish Ministry of Foreign Affairs	Team Leader	<p><b>Review of the Danish Institute for Parties and Democracy</b></p> <p>This capacity assessment and performance review is part of the regular monitoring of the partnership between the Danish Ministry of Foreign Affairs (MFA) and the Danish Institute for Parties and Democracy (DIPD). The review assessed the organisational and programmatic capacity of DIPD including the change processes the organisation has undertaken recently. The review included financial monitoring with an assessment of DIPD's financial management capacity, setup, systems, and procedures and how these ensure compliance with MFA requirements and contribute to the achievement of DIPD's strategic results.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Design of Review methodology and data collection process</li> <li>- Visit to Kenya and Nepal to collect data, in addition to interviews in Denmark (interviewed 65 individuals)</li> <li>- Led team of 4</li> <li>- Production of Case stories</li> <li>- Report writing (inception report &amp; review report) and presentation of findings</li> </ul>
November 2021-April 2023	Denmark	<p>Danida Fellowship Centre (DFC)</p> <p>Contact: Helle Jørgensen, Capacity Development Advisor, <a href="mailto:hj@dfcentre.dk">hj@dfcentre.dk</a></p>	Course Manager	<p><b>Organisational Change Management (5 courses)</b></p> <p>The consultant was responsible for designing and delivering a three-week tailor-made course in organisational change management for participants from the public sector, CSOs and professional organisations from Africa, Asia, Middle East and South America. The objective of the course was to enable the participants to design strategies and take charge of change processes in their own organisations. This was achieved through a combination of utilising the participants' own experiences with the provision of cutting-edge academic and consultancy-based best practices.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Course development and planning</li> <li>- Course management</li> <li>- Training (Facilitation, Theory of Change, M&amp;E)</li> <li>- Action Plan counselling</li> </ul>
August 2022 – October 2022	Senegal	<p>Plan International Sweden</p> <p>Hedvig BerntelHedvig.Berntell@plansverige.org</p>	Team Leader	<p><b>Final Evaluation Sisters Create About Plan</b></p> <p>The project Sisters Create is a project that aims to empower young girls in Senegal and young girls and non-binary people Sweden.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Design of methodology</li> <li>- Visit to Senegal</li> <li>- Workshop facilitation</li> <li>- Lead team of 2</li> <li>- Report writing and presentation of findings</li> </ul>
May 2022 – October 2022	Denmark, Norway, Switzerland	<p>NOREF</p> <p>Florence Mandelik <a href="mailto:florence.mandelik@noref.no">florence.mandelik@noref.no</a></p>	Team Leader	<p><b>External review of NOREF's work as implementing partner of the UN Office of Special Envoy to Syria Civil Society Support Room (CSSR).</b></p> <p>To document and review NOREF's internal work process and partnership arrangements supporting the CSSR. Data collection with NOREF, UN OSE Syria, and Swisspeace.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Design of methodology</li> <li>- Visits to Geneva and Oslo</li> <li>- Workshop facilitation</li> <li>- Lead team of 2</li> <li>- Report writing and presentation of findings</li> </ul>
April 2022 – December 2023	Burkina Faso	<p>Dutch MFA</p> <p>Cobi Mars, <a href="mailto:cobi.mars@minbuza.nl">cobi.mars@minbuza.nl</a></p>	Team Member	<p><b>Baseline, Monitoring and Mid-Term Evaluation of the Strengthening Civil Society Policy: Sahel Lot</b></p> <p>The assignment consists of undertaking a baseline, MTR and TPM for the Dutch Strengthening Civil Society (SCS) programme in the Sahel region.</p> <p>Activities performed and to be performed:</p> <ul style="list-style-type: none"> <li>- Design of methodology for baseline, MTR and TPM</li> <li>- Visits to Burkina Faso</li> <li>- Report writing</li> </ul>
April 2021 – June 2022	Desk-based and Sweden	<p>Kvinna till Kvinna Foundation</p> <p>Petra Zäther Strader <a href="mailto:petra.zather.strader@kvinnatillkvinna.se">petra.zather.strader@kvinnatillkvinna.se</a></p>	Team Leader and facilitator	<p><b>Process Consultant for Development of the new long-term Strategy for Kvinna till Kvinna</b></p> <p>Kvinna till Kvinna is currently in the process of developing a new long-term strategy. The process will continue over the next 15 months and will conclude with the new strategy developed and decided on by the board in June 2022. This is a highly participatory process and Nadia is part of a team two consultants responsible for a working group and facilitating the process (including TOC workshops, strategic workshops and discussions internally in the organisation, undertook analyses to inform decisions as well as drafted the new strategy.</p> <p>Activities performed:</p>

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				<ul style="list-style-type: none"> <li>- Ongoing technical assistance to the global strategy process</li> <li>- Facilitation of activities and events with the aim at consolidating the future strategy</li> <li>- Conduct a theory of change workshop</li> <li>- Drafting strategy as well as ensuring input from across the organisation</li> </ul>
June 2021 – November 2021	Desk-based	Plan Børnefonden/Plan Denmark  Signe Roelsgaard Nielsen, <a href="mailto:signe.roelsgaard@planbornefonden.dk">signe.roelsgaard@planbornefonden.dk</a>	Team Leader	<p><b>Development of Youth Programme Framework</b></p> <p>The aim of the assignment was to contribute to PlanBørnefonden's Programme Strategy 2020-2023 by developing the first version of a final and user-ready Youth Programme Framework (YPF).</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Desk study of existing Plan International programming frameworks, policies and guidance and other relevant internal documentation, as well as research from likeminded organisations' youth strategies/guide</li> <li>- Consultations with Plan staff</li> <li>- Drafting and finalisation of YPF</li> </ul>
December 2020 – September 2021	Global (with field work in Jordan)	Danish Ministry of Foreign Affairs  Adam Ravnkilde, <a href="mailto:adarav@um.dk">adarav@um.dk</a> , +45 50876635	Team Member	<p><b>Forward-looking assessment of results of the Strong Cities Network's global efforts to prevent violent extremism in fragile states</b></p> <p>Strong Cities Network (SCN) has its origins in the White House CVE meeting under President Obama and was launched in 2015 at the UN General Assembly as a city-led response against hate, polarisation and extremism. It seeks to support the development of local prevention networks at municipal level, connect local officials to their counterparts in other cities as well as to national level authorities and prevention strategies, and to facilitate knowledge exchange and capacity development contributing ultimately to increased community resilience to hate, polarisation and extremism.</p> <p>The overall purpose of this assessment is to provide findings, conclusions and recommendations to inform the Danish MFA's decisions on a possible future financial contribution to the SCN focused on supporting the network's engagement with its members, particularly in fragile states.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Methodology design and data collection tools</li> <li>- Data collection remotely (Lebanon) and in-country (Jordan)</li> <li>- Report writing and presentation of findings</li> </ul>
June 2021	Desk based	Danida Fellowship Centre (DFC) Cecilie Holdt Rude, Capacity Development Advisor, <a href="mailto:cr@dfccentre.dk">cr@dfccentre.dk</a> , +45 35 24 84 72	Course Manager	<p><b>Youth Involvement Training Course</b></p> <p>The Danish development strategy 'The World 2030' has a strong focus on youth and the need for increased participation of the young population in both the economy and in democratic processes. The main objectives of this learning programme are to identify what is required to involve young people more in the economy and political life; and how can youth movements and organisations become more broadly representative of the young people in their countries across societal, educational, cultural, and religious differences.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Designing and managing a capacity development course in Denmark for 20 participants from across the world (Danish development cooperation partners).</li> <li>- Facilitate exposure to Danish institutions and practices as well as exchange with Danish youth (e.g. Ungdoms Folkemøde, Youth political parties)</li> <li>- Conduct learning assessment of participants pre- and post course and support them in developing individual actions plans.</li> </ul>
July 2021 – October 2021	Remote (Iraq and Colombia)	Sida  Anette Widholm Bolme, <a href="mailto:Anette.WidholmBolme@sida.se">Anette.WidholmBolme@sida.se</a>		<p><b>Evaluation of MADRE's Action Plan for Enhancing Gender Rights in Crisis 2018-21</b></p> <p>Women, peace and security (WPS) is a prioritised area for the Swedish feminist foreign policy. With the collaboration with MADRE, Sida's intention was to expand the national and local implementation of the WPS agenda with the outreach approach of MADRE. The main purpose of this evaluation is to assess the implementation, results and lessons of the Strategic Plan according to the evaluation criteria: relevance, coherence and impact. The evaluation will yield concrete findings in terms of results, recommendations for increasing the impact of MADRE's work and suggested actions focusing on two case studies: Iraq and Colombia.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Methodology design and data collection tools</li> <li>- Data collection remotely (Iraq)</li> <li>- Report writing and presentation of findings</li> </ul>
March 2021 – June 2021	Remote (Colombia, Africa regional)	Sida  Anette Widholm Bolme, <a href="mailto:Anette.WidholmBolme@sida.se">Anette.WidholmBolme@sida.se</a>	Evaluator	<p><b>Evaluation of Women's International League for Peace and Freedom (WILPF), core support 2017-2021</b></p> <p>The evaluation aimed to assess the implementation, results and lessons of "Advancing Feminist Peace: WILPF International Secretariat Strategic Plan 2017-2021 according to the evaluation criteria: relevance, effectiveness, sustainability and impact for the time period of 2017-2021 as well as formulate recommendations as an input to upcoming discussions concerning the preparation of a new phase of the engagement between Sida and WILPF for the next strategic plan operational from 2022.</p>

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March 2021 – May 2021	Desk-based	Kvinna till Kvinna Foundation  Katarina Stenkvist, <a href="mailto:katarina.stenkvist@kvinnaatillkvinna.se">katarina.stenkvist@kvinnaatillkvinna.se</a>	Lead Facilitator	<b>Development of a theory of change and Regional Strategy Document for the Western Balkans</b> Kvinna till Kvinna is currently developing a new Regional Strategy for the Western Balkans. The previous strategy came to an end in 2020 and the new strategy will cover the years 2021-2025. The assignment included planning and facilitating an online Theory of Change development process, resulting in a Theory of Change for the regional part of the strategy and developing the strategy document.
December 2020 – July 2021	Desk Based (remote interviews in Iraq)	UNDP (in partnership with AARC Ltd)  Patrick Corrigan, Director, <a href="mailto:patrick.corrigan@aarconsultancy.com">patrick.corrigan@aarconsultancy.com</a>	Senior Evaluator (Stabilisation Expert)	<b>Evaluation of the Funding Facility for Stabilization in Iraq (2015-2019)</b> The Funding Facility for Stabilization (FFS) was born in conjunction with international and national efforts to liberate territories of Iraq that were captured by Islamic State of Iraq and the Levant (ISIL) in 2014 which led to large numbers of internally displaced people (IDPs). FFS was established in 2015 as the Funding Facility for Immediate Stabilization (FFIS) to provide a mechanism to channel funds in support of the government's immediate stabilization needs in liberated areas. The support has consisted of rehabilitating infrastructure, immediate livelihood support for returning IDPs, support for local government to boost their immediate response capacity to cope with challenges arising during stabilization and community reconciliation, later social cohesion among targeted communities.  The evaluation purpose is to inform and improve decision-making relating to project implementation, transition and the quality of the next phase of stabilization support design and implementation.  Activities performed: - Responsible for assessing project integration of Gender Equality and other cross-cutting issues (conflict sensitivity, HRBA etc.) - Support development of data collection tools - Conduct Data Collection remotely in Iraq with key UNDP staff and project stakeholders - Support survey (1000 returning IDPs) - Report writing
September 2020 – May 2021	Desk Based	Kvinna till Kvinna Foundation  Rebecca Sonntag, Deputy Regional Manager, <a href="mailto:rebecca.sonntag@kvinnaatillkvinna.se">rebecca.sonntag@kvinnaatillkvinna.se</a> , +962 (0) 79 623 7474	Lead Consultant	<b>Support in the development of a Theory of Change (ToC) for strengthening strategy and programming of Kvinna till Kvinna in the Middle East and North Africa (MENA) region</b> To support the MENA Programme Department of Kvinna till Kvinna with the development of a ToC that creates a stronger base for the regional programming and serves to update the regional MENA strategy through a series of six online workshops. The team discussed thematic areas such as gender-based violence, movement building, women's economic empowerment, women, peace and security and working with women partner organisations. The workshops involve 26 regional and Stockholm-based staff. Activities performed: - Design of workshops and facilitation of online workshops - Development of ToC visualisation and narrative
June 2020 – May 2021	Desk based / Sweden	Sida Lena Johansson de Château, Senior Evaluation Specialist at Evaluation Unit (Department of Organisational Support), <a href="mailto:lena.johansson.de.chateau@sida.se">lena.johansson.de.chateau@sida.se</a> , +46 (0)703 97 68 19	Senior Evaluator	<b>Evaluability Study of Sida's approach to democratization in different contexts</b> The evaluability study is intended as a preparation for a proposed full-scale evaluation of Sida's approach to supporting democratization in its partner countries, through interventions and partnership on national, regional and global levels. The purpose of the evaluability study is to assess the evaluability of Sida's approach to democracy support and to development cooperation in other thematic areas and sectors supporting democratization. The evaluability study should also provide recommendations on methodology and methods as well as suggest relevant evaluation criteria and questions given the intended use of the proposed full-scale evaluation. The focus shall be on the underlying logic and theory used by Sida, the applied theories of change (ToC).  Activities performed: - Conducting an evaluability assessment of Sida's democracy support with focus on 4 countries, providing recommendations for the upcoming evaluation and conducting proof of concept of proposed evaluation methodology. - Two mappings of 1) state of the art thinking on change logic and theory for democracy promotion and 2) state of the art for assessment of the state and change of democracy in developing countries amongst selected donors and researchers. - Ensuring a utilisation-focused process with high involvement of Sida staff at HQ and at Embassy-level including facilitating several learning workshops with Sida. - Producing key deliverables and presenting the study findings and recommendations.
September – November 2020	Desk Based	Danish Ministry of Foreign Affairs  Kirstine Primdal Sutton, <a href="mailto:KIRSUT@UM.DK">KIRSUT@UM.DK</a> , +4533920981	Team Leader	<b>Mapping of donor practices in Civil Society partnerships</b> The strategy for Denmark's development cooperation and humanitarian action, "The World 2030", provides the overall policy framework for the work of Danish civil society organisations. The <i>Policy for Danish support to Civil Society</i> (from 2014) defines the overarching objective of Danish support for civil society is to contribute to the development of a strong, independent and diversified civil society in the developing countries. Denmark supports 16 Strategic Partnership Organisations. During 2020, the Danish Ministry of Foreign Affairs (MFA) will embark on designing the upcoming phase 2022-2025. This design of the upcoming strategic partnership phase including the

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				<p>accompanying guidelines will be based on a mapping of experience and analysis of existing strategic partnerships.</p> <p>This assignment specifically contributes to this through a mapping of other like-minded donors' models for working with civil society organisations (CSOs) in partnerships comparable to the Danish strategic partnership modality. The mapping includes the following donors: Norway, Sweden, the Netherlands, Ireland, the United Kingdom (UK) and the European Union (EU).</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Conducting interviews with all donors (16 interviews) and desk review.</li> <li>- Producing a synthesis report including a 4-page executive summary in Danish for the Minister.</li> <li>- Presentation of findings.</li> </ul>
December 2019 – March 2020	Zimbabwe	<p>Sida</p> <p>Tsitsi Marilyn Dzinavane, Programe Officer – Democracy and Human Rights, <a href="mailto:tsitsi.dzinavane@go.v.se">tsitsi.dzinavane@go.v.se</a>, +263 772 279 214</p>	Senior Evaluator	<p><b>Mid-Term Evaluation of the Strengthening Women's Advocacy for Inclusive Governance (SWAG) campaign</b></p> <p>Sida supports the Women's Coalition of Zimbabwe (WCoZ), Research and Advocacy Unit (RAU) and Gender Media Connect (GMC) in a 3-year project aiming at strengthening women's participation in governance and electoral processes. The evaluation provided inputs for improving conditions for results achievement in the SWAG campaign, strengthen learning within WCoZ and partners, and improving work methods of enhancing women's participation.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Ensuring utilisation and involvement in the evaluation process of the Swedish Embassy in Zimbabwe and WCoZ, RAU, GMC</li> <li>- Support development of evaluation methodology and design</li> <li>- Conduct online survey with WCoZ members and Consortium partners (37 recipients) using Survey Monkey – including writing a survey analysis report</li> <li>- Field visit to conduct primary data collection in Zimbabwe (Harare and Bulawayo)</li> <li>- Facilitating learning workshop (using SWOT and Theory of Change methods)</li> <li>- Contribute to evaluation report writing.</li> </ul>
February 2020	Denmark	<p>Danida Fellowship Centre (DFC)</p> <p>Annette Kaalund-Jørgensen, <a href="mailto:aki@dfcentre.dk">aki@dfcentre.dk</a>, +45 35248473</p>	Course Manager and Trainer	<p><b>Financial Management &amp; Good Governance in the Public Sector</b></p> <p>The learning objective of the course was to enable the participants to take charge of all the steps in the public financial management cycle, including planning and budgeting, budget execution, reporting and auditing. The course also entailed key good governance aspects such as anti-corruption and public procurement.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Course development and planning</li> <li>- Course management</li> <li>- Training (anti-corruption, public procurement and LFA)</li> <li>- Action Plan counselling</li> <li>- Participant training evaluation survey (Survey Monkey), every week of the course, as well as a final course evaluation.</li> </ul>
January 2020	Denmark	<p>Danida Fellowship Centre (DFC)</p> <p>Annette Kaalund-Jørgensen, <a href="mailto:aki@dfcentre.dk">aki@dfcentre.dk</a>, +45 35248473</p>	Course Manager and Trainer	<p><b>Strategic Leadership and Organisational Change Management</b></p> <p>The objective of the course is to improve the professional skills of the fellows based on an enhanced understanding of strategic leadership and organisational change management.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Course development</li> <li>- Course management</li> <li>- Training (LFA, good governance, human rights, gender equality)</li> <li>- Action Plan Counselling</li> <li>- Participant training evaluation survey (Survey Monkey), every week of the course, as well as a final course evaluation.</li> </ul>
December 2019	Denmark	<p>Danida Fellowship Centre</p> <p>Annette Kaalund-Jørgensen, <a href="mailto:aki@dfcentre.dk">aki@dfcentre.dk</a>, +45 35248473</p>	Course Manager and Trainer	<p><b>Transparency and Good Governance</b></p> <p>The course primarily consisted of a 2-weeks intensive capacity development programme, specifically tailored stakeholders from 6 Brazilian states in a programme implemented by Transparency International Brazil. The course provided participants with an understanding to Danish government, political system and public sector management, free press and civil society and how these key aspects form part of securing a high level of transparency in Danish public administration. Participants acquires knowledge about the underlying conditions (such as societal trust, social cohesion and sense of community), of the Danish institutional setup and democracy. Based on what the participants learn, they worked in collaboration across their different functions in developing State Integrity Plans, which will be implemented in 2020. A follow-up monitoring and mentoring mission is planned for 2020.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Course development, planning and management</li> <li>- Training (LFA, good governance, human rights, gender equality)</li> <li>- Counselling groups in developing State Integrity Plans</li> </ul>

Date	Location	Client	Position	Description
				<p>- Participant training evaluation survey (Survey Monkey), every week of the course, as well as a final course evaluation.</p>
June - December 2019	Sweden	<p>Sida</p> <p>Helena Bjuremalm, Head of the Democracy and Human Rights Unit, <a href="mailto:helena.bjuremalm@sida.se">helena.bjuremalm@sida.se</a> +46 (0) 721 43 14 21</p>	Senior Evaluator	<p><b>Evaluation of Democracy Support through Swedish Political Party Affiliated Organisations (PAOs)</b></p> <p>The Strategy for Democracy Support through Swedish Party-affiliated Organizations 2016-2020 covers eight goals whereof one specifically focuses on increased power and influence of groups in society that are underrepresented in political processes and decision making, with a particular focus on the participation of women and youth. Seven Swedish political party affiliated organizations entered into agreements with Sida end February/early March 2019, covering programs to be implemented in 2019 and 2020. Funding levels for these two-year agreements range from SEK 8 million to 50 million per political party affiliated organization.</p> <p>The objectives covered two components consisting in evaluating:</p> <ol style="list-style-type: none"> <li>1. The current Strategy for Democracy Support through Swedish Party-affiliated Organizations 2016- 2020 (incl. assessing the revised strategy, Sida's handling and management of the application process and programme implementation, and</li> <li>2. Methods for supporting women's political influence as implemented by the Swedish political party affiliated organizations 2016-2020</li> </ol> <p>Activities:</p> <ul style="list-style-type: none"> <li>- Conducting key informant interviews in Stockholm</li> <li>- Presenting and facilitating a workshop on recommendations on key evaluation findings and recommendations with Sida and PAO staff</li> <li>- Report writing hereunder producing graphs and diagrams</li> </ul>
May – October 2019	Lebanon, Jordan (Iraq, Syria and oPt remotely)	<p>Kvinna till Kvinna Foundation</p> <p>Rebecca Sonntag, Deputy Regional Manager, <a href="mailto:rebecca.sonntag@kvinnaillkvinna.se">rebecca.sonntag@kvinnaillkvinna.se</a>, +962 (0) 79 623 7474</p>	Team Leader	<p><b>Mid-term Review of Kvinna till Kvinna's MENAFEM and Syria Programmes as well an assessment of the MENA Regional Strategic Framework</b></p> <p>The purpose of the MTR is to provide Kvinna till Kvinna with an analysis of the relevance and purposefulness of the existing Regional Strategic Framework in relation to the current context in the region and to review the status and contents of the MENAFEM and Syria programmes to inform an effective and efficient implementation of the remaining period.</p> <p>Kvinna till Kvinna works regionally in the MENA region on gender-based violence, women's economic and political participation and legal reform.</p> <p>Activities:</p> <ul style="list-style-type: none"> <li>- Dialogue with Kvinna till Kvinna and facilitating reflection among staff</li> <li>- Desk review of annual reports, proposals, M&amp;E reporting etc.</li> <li>- Mapping of results achievement</li> <li>- Field visit to Jordan and Lebanon (another team member went to Tunisia). Also interviewing LGBTIQ partners.</li> <li>- Remote interviews with Partner organisations in Syria and Iraq</li> <li>- Facilitation of a large regional learning workshop for 30 regional staff</li> <li>- Production of a draft and final MTR report</li> </ul>
February – June 2019	New York – United States	Folke Bernadotte Academy	Senior Evaluator	<p><b>Evaluation of FBA trainings in dialogue and mediation for UNDP</b></p> <p>Since 2006, Folk Bernadotte Academy has provided a training course to the United Nations Department of Political and Peacebuilding Affairs (previously DPA). The training courses were initiated when the Mediation Support Unit was established, and has over the years trained more than 300 participants (from the UN Headquarters, Missions and Regional Organisations) in the course <i>Designing and Supporting Dialogue and Mediation Processes</i>, which focuses on the skills and frameworks needed for designing and supporting dialogue and mediation processes in fragile and often violent political contexts.</p> <p>The overall purpose of the evaluation is to analyse the results and impact of the dialogue and mediation trainings for DPPA. The evaluation aims to highlight results in terms of learning and changed individual behavior as well as organisational changes and institutional development following the training, taking into account the different steps in the Kirkpatrick model. The evaluation is foreseen to provide lessons and recommendations to be considered by FBA and DPPA in the further development of the dialogue and mediation training concept, as well as possibly the development of similar courses.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Dialogue with FBA and UN DDPA</li> <li>- Support development of evaluation methodology and design</li> <li>- Field visit to New York</li> <li>- Remote interviews with ex-participants from the field and from Regional Organisations</li> <li>- Responsible for development of global survey (using Survey Monkey) to be disseminated to +300 ex-participants of the course</li> <li>- Contribute to evaluation report writing</li> </ul>



Date	Location	Client	Position	Description
December 2018 – June 2019	Denmark	Danish Ministry of Foreign Affairs  Birthe Elisabeth Larsen, Chief Consultant, <a href="mailto:birela@um.dk">birela@um.dk</a> , +45 61979256	Lead Consultant (team of 3)	<b>Review of Recycling for Development (RfD) Pool</b> Since 1990, the pool RfD has supported engagements between Danish CSOs and CSOs in developing countries through financing shipments of used equipment from Denmark to partner organisations. The Danish Mission Council Development Department (DMCDD) has administered the pool since 2013. The Review assessed whether the fund management has been compliant with Danish development policies and strategies and adhering to administrative guidelines.  Activities performed: - Conducted data collection of a sample of projects in Denmark, and other stakeholders to the RfD pool. - Led a team of three consultants in Ghana, Somalia and Tanzania who conducted the primary data collection in recipient countries - Contribute to review report writing
October 2018 – March 2019	Mali	Plan International Sweden  Peter Sjöberg, <a href="mailto:Magnus.Bjork@plan.sverige.org">Magnus.Bjork@plan.sverige.org</a> , +46 70 722 83 71	Researcher	<b>Study to review existing and develop programmatic models and recommendations for civil society strengthening in fragile, conflict- affected and disaster-prone areas</b> In 2017, Plan began executing it's new 5-year global strategy "100 Million Reasons". The strategy is fundamentally underpinned by Plan's commitment to ensuring that all children, with a particular focus on girls, achieve their guaranteed human rights under the CRC, CEDAW, and other applicable international and regional human rights frameworks.  The study should investigate how Plan can work with civil society strengthening in fragile, disaster-prone and conflict-affected countries. This is further an attempt to bridge our efforts across the humanitarian–development nexus and widen the toolbox Plan International utilizes in different settings.  Activities: - Providing an overview of lessons learnt based on an extensive desk review (incl. evaluations, reports etc.) and field visits to Mali (Bamako); - Conducting semi-structured interviews by phone with project stakeholders.
February 2019	Denmark (with global participation)	Danida Fellowship Centre (DFC)  Annette Kaalund-Jørgensen, <a href="mailto:akj@dfcentre.dk">akj@dfcentre.dk</a> , +45 35248473	Course Manager and Trainer	<b>Financial Management &amp; Good Governance in the Public Sector</b> The learning objective of the course was to enable the participants to take charge of all the steps in the public financial management cycle, including planning and budgeting, budget execution, reporting and auditing. The course also entailed key good governance aspects such as anti-corruption and public procurement. All course participants developed a specific Action Plan as a way of improving the performance of their home institution.  Activities performed: - Course development and planning - Course management - Training (anti-corruption, public procurement and LFA) - Action Plan counselling - Participant training evaluation survey (Survey Monkey) throughout the course and at the end of the course
January 2019	Denmark (with global participation)	Danida Fellowship Centre (DFC)  Annette Kaalund-Jørgensen, <a href="mailto:akj@dfcentre.dk">akj@dfcentre.dk</a> , +45 35248473	Course Manager and Trainer	<b>Strategic Leadership and Organisational Change Management</b> The objective of the course is to improve the professional skills of the fellows based on an enhanced understanding of strategic leadership and organisational change management.  Activities performed: - Course development - Course management - Training (LFA, good governance, human rights, gender equality) - Action Plan Counselling - Participant training evaluation survey (Survey Monkey) throughout the course and at the end of the course
May 2018 – February 2019	Guatemala	Swedish International Development Agency  Åsa Walton, <a href="mailto:Asa.Wallton@sida.se">Asa.Wallton@sida.se</a>	Senior Evaluator	<b>Evaluation of Sida's support to Peacebuilding in Conflict and Post-Conflict Contexts</b> The objective of the evaluation is Sida's approach and support to peacebuilding on the strategic level in four countries in different post- conflict and conflict situations where Sida has a considerable engagement. The four countries are Bosnia-Herzegovina, Guatemala, Rwanda and Somalia since the 1990'ies.  The purpose or intended use of the evaluation is to systematise lessons learned from peacebuilding practice. The evaluation will serve as an input to the process of conceptualising and developing Sida's approaches to peacebuilding. These approaches will in turn influence strategic planning and design of future Sida support in contexts affected by conflict.  Activities performed: - Conducting a mapping of Sida's development cooperation in Guatemala in the last 22 years. - Selecting a sample of projects for reviewing and data collection.

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				<ul style="list-style-type: none"> <li>- Developed context analysis of local political and peace/security events incl. the response from the international community</li> <li>- Conducted primary data collection in Stockholm (Sida staff) and Guatemala (a range of stakeholders).</li> <li>- Contributed to written outputs and was responsible for the Guatemala country sections.</li> </ul>
September 2018	Kurdistan Iraq	International Organisation for Migration  Hana' Jumaa, Social Cohesion Officer, <a href="mailto:HJUMAH@iom.int">HJUMAH@iom.int</a>	Trainer	<p><b>Develop and deliver a training of trainers' course in Erbil</b></p> <p>IOM is implementing Psychosocial Support and Social Cohesion Programming in nine governorates of Iraq, through community centers and mobile teams. The program is designed to strengthened social cohesion within and between communities, and enhanced resilience of people affected by conflict and displacement.</p> <p>The assignment consisted of developing and delivering a ToT course to field staff involved in the provision and facilitation of training for partners and representatives of the target communities. The Training contributed to the development of staff capacity to train others in Psychosocial Support and Social Cohesion topics.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Develop the concept of the Training and training materials</li> <li>- Deliver the Training to 22 IOM staff from all over Iraq;</li> <li>- Elaborate and submit the final report on the Training incl. recommendations on the way forward.</li> </ul>
February 2018– August 2018	Ghana	Danida Fellowship Centre  Lars Pedersen, <a href="mailto:lp@dfcentre.dk">lp@dfcentre.dk</a> , +45 35 24 84 72	Team Leader / Course Manager	<p><b>Development and Piloting of a Series of Training Programmes for Gender Based Violence Courts, Ghana</b></p> <p>The purpose of the assignment was to develop and implement pilot training modules on gender sensitivity, gender-based violence, the role of gender-based violence courts and training of intermediaries as well as implementing guidelines to strengthen the capacities of the Gender Based Violence Courts in Ghana and the survivors' access to justice. The modules were pilot tested, and a training of trainers' track was implemented with the purpose of enabling the Judicial Training Institute (JTI) to take over future trainings under the Judicial Service of Ghana. In total one month was spent in Ghana over a period of 2 months.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Led a team of 3 trainers &amp; provided mentoring to JTI</li> <li>- Conducting survey needs assessments prior to the courses with the different target groups</li> <li>- Development of 4 training modules</li> <li>- Piloting of training modules</li> <li>- Leading the training of trainer's component with JTI training 16 trainers</li> <li>- Developed training evaluation reports</li> </ul>
April 2018 - October 2018	Bangladesh	Plan Sweden  Peter Sjöberg, <a href="mailto:Peter.Sjoberg@plan.sverige.org">Peter.Sjoberg@plan.sverige.org</a> , +46 70 722 83 71	Evaluator	<p><b>Evaluation of the Strategic Partnership agreement funded by Sida CIVSAM</b></p> <p>The main purpose of the consultancy is to undertake an evaluation of Plan Sweden's civil society strategic partnership agreement with Sida in the period 2015-2018, providing documentation of performance and identify key learning for Plan International within the areas of child protection and child rights. The evaluation includes field missions to Bangladesh and Uganda.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Extensive document review</li> <li>- Facilitating learning workshops for Plan Sweden staff</li> <li>- Designing, launching and analysing two large global survey to Plan International Country and Regional Offices (26 recipients) as well as Plan International's Implementing Partners (146 recipients). The surveys had a 50% and 38% response rate.</li> <li>- Interviewing Sida officers and other relevant civil society actors</li> <li>- Data collection visit to Bangladesh (another team member visited Uganda) to assess a sample of projects.</li> <li>- Presentation of findings to Sida and Plan Sweden staff.</li> </ul>
January – March 2018	Sweden	Kvinna till Kvinna Foundation	Evaluator	<p><b>Annual Review and Final Evaluation: The Kvinna till Kvinna Foundation's Women Peace and Security pillar in the Syria Regional Programme 2017-2022</b></p> <p>The main purpose of this evaluation was to enable learning and providing evidence-based recommendations for Kvinna till Kvinna and their support to promoting Syrian women's participation in the peace process. Kvinna till Kvinna has been supporting the Women's Advisory Committee (WAC), as an advisory board to the Syrian Opposition.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Desk review</li> <li>- Consultations relevant actors, such as members of women's rights organisations, women politicians, and other stakeholders</li> <li>- Meetings and consultations with relevant Kvinna till Kvinna staff in Stockholm and Jordan</li> <li>- Attended a yearly learning seminar with the members of the WAC</li> </ul>

Date	Location	Client	Position	Description
September-December 2017	Haiti	Plan Sweden  Peter Sjöberg, <a href="mailto:Peter.Sjoberg@plan.sverige.org">Peter.Sjoberg@plan.sverige.org</a> , +46 70 722 83 71	Evaluator	<b>Evaluation of the Strategic Partnership programme funded by Sida HUM</b> The main purpose of the consultancy is to undertake an evaluation of Plan Sweden's humanitarian strategic partnership framework with Sida in the period 2015-2018, providing documentation of performance and identify key learning for Plan International. The evaluation will assess 1-year and 3-year projects as well as Rapid Response Mechanism Projects globally.  Activities performed: - Extensive desk review of a sample of 11 project evaluation and other relevant documents - Facilitating learning workshops for Plan Sweden staff - Interviewing Sida officers and other relevant humanitarian actors - Data collection visit to Haiti (other team member visited Tanzania). - Presentation of findings to Sida and Plan Sweden staff.
August 2017 – March 2018	Jordan & Lebanon	Danish Ministry of Foreign Affairs  Marianne Vestergaard, <a href="mailto:marves@um.dk">marves@um.dk</a> , +453392 0030.	Evaluator	<b>Evaluation of the Regional Development and Protection Programme (RDPP) 2014-2017</b> With the Syrian civil war entering its 7th year of conflict, an estimated 13.5 million people in and around Syria require humanitarian assistance, including 4.6 million in need trapped in besieged and hard-to-reach areas. 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. The total budget for the 4-year programme amounts to approx. 42 million Euros. The RDPP addresses the Syrian refugee crisis by combining humanitarian and developmental approaches in its programming. The purpose of the evaluation is to provide an evidence-base for the upcoming preparation for the next phase of the RDPP, by focusing specifically on 1) documenting programmatic outcomes and assessing synergies; 2) demonstrating added value of RDPP against other initiatives and 3) documenting lessons learnt.  Activities performed: - Contribute to Inception report and evaluation design including methodology for project sample selection. - Conduct qualitative data collection in Jordan, Lebanon and Iraq (Kurdistan). - Data analysis and report writing as well as presenting findings to the MFA.
August-December 2017	Global	Swedish International Development Agency  Pierre Fruhling, <a href="mailto:pierre.fruhling@gov.se">pierre.fruhling@gov.se</a> +251(0)11-518 0000	Evaluator	<b>Evaluation of ACCORD's Preventive Dialogue and Mediation Interventions</b> The African Center for Constructive Resolution of Disputes (ACCORD) is one of several think-tanks in South Africa, which assists countries in preventing conflicts. ACCORD is entering a new multi-year funding agreement with Sida from 2018-2020. This evaluation has the purpose of assessing the relevance, effectiveness, sustainability and impact of ACCORD's interventions on dialogue and mediation as well as organisational performance.  Activities performed (expected): - Contribute to all phases of the evaluation; - Responsible for conducting a regional African survey with previous training participants (191 survey recipients) using Survey Monkey incl. survey analysis; - Conducting long-distance interviews with evaluation stakeholders.
January 2017 – August 2017	Somalia (desk based)	Mott MacDonald on behalf of DFID.  Hendrikus Van Boxmeer, <a href="mailto:harrievenb@gmail.com">harrievenb@gmail.com</a>	Consultant	<b>Enhancing accountability of informal camp managers (gatekeepers) in Mogadishu, phase II &amp; implementing the Gender &amp; Social Inclusion in Accountability</b> Implementation project testing mechanisms for enhancing the accountability of informal settlement managers (ISMs) (gatekeepers) of IDP camps in Mogadishu based on political economy analysis. The project includes capacity development, transparency activities in the camps and dialogue with government and donors on improved accountability mechanisms. Implementation including staff and numerous field missions in Mogadishu.  Activities performed: - Designing a training manual for capacity development of ISMs; - Development of Social Mapping guideline to be used with IDPs. - Quality assurance of guidelines; - Project design for gender and accountability project increasing accountability for women and preventing GBS (FGM, Child marriage & IPV).
July 2017	Lebanon	Institute for Strategic Dialogue  Khadije Nasser, <a href="mailto:kn@isdglobal.org">kn@isdglobal.org</a> , + 961 81 608 508	Course developer & Trainer	<b>CVE Training workshop for the Strong Cities Network</b> Conducted a two-day training workshop for 80 participants from 6 violent extremism Prevention Networks (PN) in Jordan (Irbid, Karak & Zarqa) and Lebanon (Majd Al Anjar, Saida and Tripoli). The PN's developed action plans for preventing violent extremism in their local communities based on a multi-disciplinary approach. The training took the participants through theory of change and project design components and the trainers provided ongoing coaching and mentoring to the PNs.  Activities performed: - Design of training workshop; - Training and facilitation of a two-day course for 80 participants; - Mentoring groups and individuals in development of theories of change and activity plans.

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May-July 2017	Lebanon & (Syria proxy)	Danmission  Stine Baltzer Madsen, <a href="mailto:sbm@danmission.dk">sbm@danmission.dk</a> , +45 4199 9319	Researcher	<p><b>Outcome Study of Danmission's Danish Arab Partnership Programme 2013-2017</b></p> <p>Danmission (DM) has commissioned this study as part of an overall effort to strengthen its approaches, methodologies and overall program implementation under the Danish Arab Partnership Programme (DAPP) aiming at promoting intercultural and interfaith dialogue.</p> <p>The study focuses particularly on the period 2013-2017 and will attempt to provide DM and its partners with an assessment and analysis of specific achievements on outcome level during this period under DAPP 2013-2017, as well as providing reflections and recommendations for the future interventions under the current DAPP 2017-2021. The study focuses on four selected projects: 1) Syrian Leaders 2) Empowering Women Countering Extremism 3) Leaders for Interreligious Understanding 4) Interfaith Education for Intercultural Citizenship.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Desk study</li> <li>- Data collection in DK and in Lebanon (7 full days) with interviewees coming in from Syria.</li> <li>- Facilitating joint reflection sessions on lessons learnt and best practices.</li> <li>- Present findings and a written report with recommendations.</li> </ul>
April – October 2017	Uganda	Church of Sweden  Anduaem Boltana, Anduaem.Boltana@svenskakyrkan.se	Evaluator	<p><b>Evaluation of Church of Sweden's Technical Support to implementing partners on community based psychosocial support (CBPS)</b></p> <p>The specific mission and contribution of the CoS is to develop methodologies and build the capacity of partner organisations in CBPS to enable qualitative humanitarian programming in line with the reasoning above. The CBPS Programme also ensures that the CBPS intervention logic is further developed and formalised through strategic partnerships and research, and promoted within the ACT Alliance and other humanitarian networks.</p> <p>The purpose of this evaluation is to evaluate CoS initiatives, methods and organizational set-up in provision of CBPS thematic support to implementing partners. The evaluation should identify strength and weaknesses and provide recommendations for a relevant and efficient model for psychosocial roster deployments.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Desk review &amp; Inception report</li> <li>- Field mission to Uganda (in Kampala &amp; Rwamwanja refugee camp in the east) and Nepal.</li> <li>- Analyse findings, write report and present findings &amp; recommendations.</li> </ul>
September 2016– February 2017	Global (with field visits to Peru and Tunisia)	International IDEA  Jonas F. Mikkelsen, J.Mikkelsen@idea.int	Evaluator	<p><b>International IDEA - Institutional Evaluation for the Strategy period 2012-2017</b></p> <p>International IDEA is an intergovernmental organization that supports sustainable democracy worldwide. International IDEA's notable areas of expertise are: electoral processes, political parties, constitution-building processes, democracy and gender and democracy assessments. The purpose of the evaluation is two-fold:</p> <ul style="list-style-type: none"> <li>• Assess the implementation of International IDEA's 2012-2017 Strategy and extract lessons learned.</li> <li>• Generate recommendations based on the assessment and lessons learned from the previous strategy to inform International IDEA' coming Strategy 2018-2023.</li> </ul> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Facilitating a theory of change workshop with IDEA staff in Stockholm.</li> <li>- A mapping of other actors key actors in the democracy-building field to help identify niche areas for International IDEA.</li> <li>- An evaluation of the Key Impact Areas, cross-cutting areas and institution-wide initiatives of International IDEA at national and regional level.</li> <li>- Field missions to Tunisia &amp; Peru countries to collect data in addition to phone interviews.</li> <li>- Phone interviews with regional Asia and Africa programmes.</li> <li>- Submission of evaluation report including recommendations and lessons learned from the previous strategy, that will inform International IDEA' coming Strategy 2018-2023.</li> </ul>
January 2015 – January 2017	Occupied Palestinian Territories	Department for International Development (DFID)  Alice Kerr-Wilson, alicek@ddirect.org.uk, +45 30747785	Technical Advisor	<p><b>Technical Lead for a Palestinian News Agency (Ma'an Network) under the DFID Research and Innovation Fund: What Works to Prevent Violence against Women and Girls (VAWG)</b></p> <p>What Works is a global programme administered by a consortium comprised of the Medical Research Council of South Africa, the London School of Hygiene and Tropical Medicine and Social Development Direct, on behalf of DFID. With its £25 million, it is the largest single investment ever made in developing knowledge to inform prevention of violence against women and girls. Ma'an TV Network was award one of the innovation grants, which focuses on working with edutainment television to change social norms.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Continuous (monthly) capacity development support &amp; technical assistance to Ma'an Network (e.g. in theory of change &amp; intervention design, results-</li> </ul>

Date	Location	Client	Position	Description
				<p>framework, M&amp;E plan, research design, design of edutainment programmes, development of action plan and its training programmes) over a two-year period.</p> <ul style="list-style-type: none"> <li>- Project visits (in April 2015 &amp; September 2016) to Bethlehem &amp; Ramallah conducting technical support, through mentoring/coaching and training.</li> </ul>
October – December 2016	Denmark	<p>Danida Fellowship Centre (DFC)</p> <p>Maya Lindberg Brink, mlb@dfcentre.dk, +45 35248477</p>	Study Tour Facilitator	<p><b>Facilitation of a study visit of the Pakistani Youth Parliament</b></p> <p>Planned and facilitated a 4-day programme for the Pakistani delegation with the purpose of introducing the Danish Democracy and political system. The participants visited the Danish Parliament and met with a diverse range of representatives from amongst others: Danish ministries, labour market actors, civil society, youth wings of political parties, schools, high schools and university, and Pakistani-Danish debaters.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Developing the Study Visit.</li> <li>- Planning &amp; coordinating the programme.</li> <li>- Facilitating the study tour and accompanying the group.</li> <li>- Writing a reflection report evaluating the study visit.</li> </ul>
August – October 2016	Egypt	<p>Plan Denmark</p> <p>Rasmus Bering Rasmus.Bering@plandanmark.dk, +4525601878</p>	Lead Evaluator	<p><b>Final Evaluation of the CISU-funded project in Egypt, Alexandria (“Our Dream” / “Our Future”)</b></p> <p>Plan Denmark/Plan Egypt are implementing a joint project in Alexandria working with the objective to foster active citizenship amongst marginalised urban youth, with an explicit focus on their participation in community development and decision making within the local civil society, especially within Community Development Associations (CDAs).</p> <p>The evaluation will first and foremost be used by CISU to assess the achievements of the project. In addition to this the evaluation will be used to strengthen Plan Egypt and Plan Denmark’s approaches towards working with youth-led community development and governance in Egypt.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Desk review of project reporting</li> <li>- Field mission to Alexandria incl. conducting individual qualitative interviews, focus group sessions with youth, children and parents, visiting CDAs and project locations and conducting a SWOT workshop.</li> <li>- Presentation of findings at Plan DK in Copenhagen.</li> </ul>
September 2016	Denmark	<p>University of Copenhagen</p> <p>Mariel de Guia Britanico, elsab@sund.ku.dk, +45 31349191</p>	Trainer	<p><b>Conflict Management Workshop</b></p> <p>Held a half-day workshop on group dynamics and conflict management at the Copenhagen University for new students at the Master of Disaster Management as preparation for their semester.</p>
June 2016 – May 2021	Burkina Faso	<p>Danish Ministry of Foreign Affairs</p> <p>(Implemented through Consortium partner, Particip)</p> <p>Emilie Schroder, emilie.schroder@particip.de, +49 7617907423</p>	Back stopper	<p><b>Technical Assistance within the Areas of Justice, Human Right and Security in Burkina Faso</b></p> <p>As part of launching the new development cooperation between Denmark and Burkina Faso — the Danish Country Programme for Burkina Faso 2016-2020 - the Danish embassy in Burkina Faso requested a technical assistance package within the areas of justice, human rights and the security sector.</p> <p>The technical assistance will assist the implementation of the Programme Components under these thematic areas and will be formulated according to national policies and plans and will be implemented by the ministries themselves using national procedures. The total duration of the Programme is approximately 57 months.</p> <p>Activities performed/to be performed:</p> <ul style="list-style-type: none"> <li>- Function as a backstopper to the expert team during the implementation period.</li> <li>- Provided support to the team in Burkina Faso.</li> <li>- Train team in Danida guidelines and procedures during a three-day workshop in Burkina Faso.</li> </ul>
May – July 2016	Egypt	<p>Plan Denmark</p> <p>Rasmus Bering Rasmus.Bering@plandanmark.dk, +4525601878</p>	Lead Evaluator	<p><b>Final Evaluation for two CISU-funded youth engagement projects</b></p> <p>Plan Denmark/Plan Egypt have a large project portfolio in Cairo working with the objective to foster active citizenship amongst marginalised urban youth, with an explicit focus on their participation in community development and decision making within the local civil society, especially within CDAs. The projects are called:</p> <ul style="list-style-type: none"> <li>- Promoting Youth Engagement in Decision-Making in Cairo South</li> <li>- Baina Ya Shabab – By us youth, in Cairo North East</li> </ul> <p>The evaluation will first and foremost be used by CISU to assess the achievements of the projects. In addition to this the evaluation will be used to strengthen Plan Egypt and Plan Denmark’s approaches towards working with youth led community development and governance in Egypt.</p>

Date	Location	Client	Position	Description
				<p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Desk review</li> <li>- Field mission to Cairo incl. conducting individual qualitative interviews, focus group sessions, visiting CDAs, project locations and conducting a SWOT workshop.</li> <li>- Presenting findings in Cairo and Copenhagen.</li> </ul>
January - July 2015	Denmark & Jordan	<p>Danish Ministry of Foreign Affairs</p> <p>Pernille Mortensen, permor@um.dk, +45 5077 8637.</p>	MENA Expert	<p><b>Process Consultancy for the Formulation of new Concept Note for the Danish Arab Partnership Programme (DAPP) 2017-2021</b></p> <p>The MENA department in the Ministry of Foreign Affairs (MFA) has initiated the formulation of the new DAPP concept note. DAPP has been a central pillar in Danish foreign policy in relation to the MENA region. The assignment consists of supporting the MFA in developing their strategic and analytical basis for the new programme as well as defining the programme theory of change.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Coordination of input from Danish stakeholders during two seminars.</li> <li>- Coordination and facilitation of a Regional seminar in the MENA region where Arab partners could give input to the concept note.</li> <li>- Coordination of a Reference Group.</li> <li>- Writing background analysis on the MENA region.</li> <li>- Doing an analysis of Donor support to the MENA Region through consultations with likeminded donors.</li> <li>- Writing Concept note.</li> <li>- The consultant was main responsible for facilitating the final public hearing, where the Development Minister attended.</li> </ul>
May 2016	Desk Based	<p>Department for International Development (DFID) (Sub-contracted by Social Development Direct)</p> <p>Erika Fraser, Erika@sddirect.org.uk, 0203 735 6922.</p>	Consultant Researcher	<p><b>Mapping of Gender Based Violence Reports in Arabic</b></p> <p>The purpose of the assignment was to conduct a mapping of Gender Based Violence (GBV) reports written in Arabic in the Occupied Palestinian Territories and in neighbouring countries. The input was conducted as part of the Violence Against Women and Girls (VAWG) Help Desk.</p>
February-March 2016	Rwanda (Indirectly the Democratic Republic of Congo)	<p>Department for International Development (DFID) (Sub-contracted by Social Development Direct)</p> <p>Alice Kerr-Wilson, alice@sddirect.org.uk, 0203 735 6400</p>	Technical Advisor	<p><b>What Works to Prevent Violence against Women and Girls - TA Visit for Tearfund DRC</b></p> <p>What Works to Prevent Violence Against Women and Girls (VAWG) Global Programme is a five-year programme (ending November 2018) funded by the UK Government Department for International Development. Tearfund DRC was award one of the innovation grants, which focuses on working with faith leaders to change social norms around VAWG. Although the project is implemented in the Democratic Republic of Congo, the training was held in Rwanda.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Designed the training course.</li> <li>- Undertook a 5-day training with the DRC Tearfund team on: refresher training on the project goals; the overall What Works programme; social norms and VAWG; the Theory of Change; qualitative research methods &amp; interview techniques; ethics; and good practice in transcription.</li> <li>- Facilitated action training learning and feedback.</li> <li>- Supported team in developing well-functioning monitoring &amp; mentoring system as well as increasing cooperation between staff.</li> <li>- Facilitated the development of an Action Plan.</li> </ul>
January 2016	Denmark	<p>Department for International Development (DFID) (Sub-contracted by Social Development Direct)</p> <p>Erika Fraser, Erika@sddirect.org.uk, 0203 735 6922.</p>	Gender Consultant	<p><b>Gender Desk Appraisal of the OPTs Conflict, Stability and Security Fund (CSSF) Programme Document 2016</b></p> <p>Requested services of a gender help desk, input and insight was requested from Dfid OPT on their draft gender appraisal, using Dfid's Gender Guidelines. The appraisal is to be annexed to the Conflict, Stability and Security Fund (CSSF) Programme Document for Palestine in 2016.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Quality assurance.</li> <li>- Provided comments to the draft gender appraisal, ensuring that the appraisal is in line with Dfid Gender Guidelines.</li> </ul>

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November-December 2015	Denmark	Danida Fellowship Centre (DFC)  Maya Lindberg Brink, mlb@dfcentre.dk, +45 35248477	Study Tour Facilitator	<b>Facilitation of a study visit of the Pakistani Youth Parliament</b> Planned and facilitated a 4-day programme for the Pakistani delegation with the purpose of introducing the Danish Democracy and political system. The participants visited the Danish Parliament and met with a diverse range of representatives from amongst others: Danish ministries, civil society, youth wings of political parties, youth organisations, media, local government and Pakistani politicians.  Activities performed: <ul style="list-style-type: none"> <li>- Developing the Study Visit.</li> <li>- Planning &amp; Coordinating the programme</li> <li>- Facilitating the study tour</li> <li>- Writing a reflection report evaluating the study visit.</li> </ul>
November 2015	Burkina Faso	Danida Fellowship Centre (DFC)  Annette Kaalund-Jørgensen, akj@dfcentre.dk, +45 35248473	Trainer & Course Manager	<b>Gender Equality Mainstreaming &amp; Human Rights Based Approach Course</b> The two-week course on 'Gender Equality Mainstreaming & Human Rights Based Approach (HRBA)' was held for West African participants that work in Danida-funded programmes. The participants gained understanding and tools in how to work with gender equality mainstreaming and developed personal action plans to implement in their domain of work. The participants gained knowledge in human rights frameworks and principles as well as the HRBA.  Activities performed: <ul style="list-style-type: none"> <li>- Planning and design of course</li> <li>- Facilitation of course</li> <li>- Teaching project cycle management, result-based management, monitoring and evaluation and supported the participants individually in their action plans.</li> <li>- Course Evaluation and continuous learning.</li> </ul>
August 2015	Denmark	Danish Centre for Culture and Development (CKU)  Jakob I. Myschetzky, International Director, jim@cku.dk, +45 33 38 97 38	Trainer	<b>Theory of Change &amp; M&amp;E Workshop for CKU staff</b> The Danish Centre for Culture and Development (CKU) requested a one-day workshop for all its staff on using theory of change in their programmes and projects as well as how to improve their monitoring and evaluation capacity.  Activities performed: <ul style="list-style-type: none"> <li>- Planning and design of workshop</li> <li>- Facilitation of workshop</li> </ul>
January – February 2015	Denmark	Danida Fellowship Centre  Helle Jørgensen, hj@dfcentre.dk, +45 35 36 13 22	Study Tour Facilitator	<b>Facilitation of a study visit of the Pakistani Youth Parliament and Pakistan's National Assembly</b> Planned and facilitated a 4-day programme for the Pakistani delegation with the purpose of introducing the Danish Democracy and political system. The participants visited the Danish Folketing, and met with a diverse range of representatives from amongst others: Danish ministries, civil society, youth wings of political parties, youth organisations, media, local government and Pakistani politicians.  Activities performed: <ul style="list-style-type: none"> <li>- Developing the Study Visit.</li> <li>- Planning &amp; Coordinating the programme</li> <li>- Facilitating the study tour</li> <li>- Writing a reflection report evaluating the study visit.</li> </ul>
January 2015	Tunisia	VNG International  Micheline Massé, Micheline.Masse@vng.nl, +31 (0)70-373 88 61	Facilitator	<b>Support to Democratic Local Governance in the MENA region – pilot project in Tunisia and Libya</b> VNG International is supported by the Dutch Ministry of Foreign Affairs to implement a decentralisation project in Tunisia and Libya called "Support to local decentralised governance in the MENA region, pilot project Tunisia and Libya". The assignment consisted in delivering training within this programme in Tunisia for Libyan women and youth. The participants were members of local city councils or local Libyan civil society organisations and were trained in leadership and democratic participation.  Outputs produced: <ul style="list-style-type: none"> <li>- Preparation of training materials.</li> <li>- Conducting training sessions in Djerba, Tunisia for Libyan civil society representatives.</li> <li>- Contributing to making a training manual and supporting Libyan trainers to conduct the trainings in Libya.</li> <li>- Writing a reflection report evaluating the training course.</li> </ul>

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June – December 2015	Sweden	Swedish International Development Agency  Carin Zetterlund, carin.zetterlund@sida.se, +46 (0)70 366 14 98	Consultant	<p><b>Freedom of Expression Study</b></p> <p>Sida wants to deepen its knowledge of development trends in the sector of freedom of expression (hereunder ICT, Media and Culture) and challenges concerning results areas and work methods of the development efforts implemented by civil society and other actors working with media or culture, aiming at improving the conditions for freedom of expression in repressive contexts.</p> <p>Outputs produced:</p> <ul style="list-style-type: none"> <li>- Mapping of Sida's portfolio within support to freedom of expression</li> <li>- Mapping of likeminded donors' work within the area.</li> </ul>
May 2015	Denmark	Danish Centre for Culture and Development  Jakob I. Myschetzky, International Director, jim@cku.dk, +45 33 38 97 38	Consultant	<p><b>Technical desk support to Pakistani project proposals supported by CKU</b></p> <p>The Danish Centre for Culture and Development (CKU) has, in close collaboration with the Danish Embassy in Islamabad, formulated the Pakistan Culture and Development Programme 2015 to 2016. CKU is mandated by the Danish government through the Danish development strategy 'The Right to Art and Culture' to support and implement culture and development programmes in Danida priority countries. CKU has selected ten implementing partners to support.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Desk support was provided to these projects to ensure they are compliant with the programme criteria and quality standards meaning having solid theory of changes, results framework, risks management systems, M&amp;E system, budgets etc.</li> </ul>
October 2014 – March 2015	Egypt and Tunisia	Swedish International Development Agency  Charlotte Eriksson, +46 8 698 50 00, charlotte.eriksson@sida.se	Junior Consultant	<p><b>Performance Assessment (evaluation) of the Swedish Development Cooperation in the MENA region 2010-2015</b></p> <p>In the beginning of 2015, the Swedish government is expected to commission a proposal for a new regional strategy for the MENA region from Sida. In order to provide input to the formulation of the new strategy, Sida intends to undertake a performance assessment (evaluation) in order to assess the results achieved and lessons learnt from Sida's implementation of the Swedish development cooperation strategy in the MENA region during 2010-2015. Particular emphasis was put on extracting lessons learnt from working on a regional level.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Missions to Tunisia and Egypt where data was collected through qualitative interviews with Sida supported civil society organisations, and multilateral organisations;</li> <li>- Desk study of earlier reviews and evaluations of Sida programmes in the MENA Region;</li> <li>- Provided inputs to the methodology;</li> <li>- Consultations with project partners and Sida staff.</li> </ul>
October 2014 – December 2014	Jordan	Caritas Denmark  Kimi Hibri Pedersen, Programme coordinator +45 38180001, khp@caritas.dk	Team Member	<p><b>Final External Evaluation of Caritas Danmark's Response to the Iraqi Displacement Crisis in Jordan, 2012-2014</b></p> <p>With funding from the Danish Ministry of Foreign Affairs (DK-MOFA), Caritas Danmark (C-DK) in partnership with Caritas Jordan (C-JO) has been supporting Iraqi refugees in Jordan in the last seven years. The external evaluation was meant to be forward looking and had two overall objectives: 1) To document results achieved by the programme with special attention to aspects promoting self-reliance, particularly of vulnerable women 2) To document and provide learning from the response to the Iraqi displacement crisis to future programming of emergency responses in Jordan, in particular in the health and livelihood sectors and in relation to the Syrian displacement crisis.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Document review, context analysis, stakeholder analysis.</li> <li>- Data collection through structured and semi-structured interviews, observation, focus group discussions, SWOT workshop and case studies.</li> </ul>



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October 2014 – February 2015	Colombia, South Africa and Uganda	Swedish International Development Agency  Johan Norqvist, +46 (0) 8 698 56 70, Johan.Norqvist@sid.a.se.	Team Member	<p><b>Evaluation of the implementation and results of the Swedish Strategy for Democracy Support for Party Affiliated Organisations (PAO) 2012-2014</b></p> <p>The Swedish government decided in 2010 on a Strategy for Special Democracy support directed towards political parties and multiparty systems through Swedish Political Party-affiliated Organisations (PAO). The main purpose of the evaluation was to capture and make an assessment of results, output and short-term outcomes of PAO programmes during the Strategy period (i.e. 2012-2014). Nadia was responsible for a large mapping of the support disbursed through the seven PAOs.</p> <p>Activities performed and outputs produced:</p> <ul style="list-style-type: none"> <li>- Mapping of supported projects and organisations</li> <li>- Triangulation of data</li> <li>- Data collection in Uganda, South Africa and Colombia (through qualitative interviews, focus group discussions and observations)</li> <li>- Inception report</li> <li>- Final evaluation report</li> <li>- Dissemination meeting</li> </ul>
August – September 2014	Denmark	University of Copenhagen Mariel de Guia Britanico, elsab@sund.ku.dk, +45 31349191	Trainer	<p><b>Conflict Management Workshop</b></p> <p>Held a full-day workshop on group dynamics and conflict management at the Copenhagen University for new students at the Master of Disaster Management as preparation for their semester.</p>
March 2014 – April 2014	Occupied Palestinian Territories	Danish Ministry of Foreign Affairs  Esther Lønstrup, estlon@um.dk, +972 (0) 57 726 3401.	MENA Expert	<p><b>Danish-Palestinian Partnership 2014-2015 Transition Programme Formulation</b></p> <p>The Danish Palestinian Partnership 2014- 2015 had been formulated within an overall peace building approach as a way to ensure stability and mitigate fragility founded on a Human Rights Based Approach (HRBA). The programme has two strategic objectives.</p> <ul style="list-style-type: none"> <li>- Good Governance, Democracy and Human Rights</li> <li>- Economic Development, Growth and Livelihood.</li> </ul> <p>It was decided that the Strategy would be a 2-year strategy in light of the rapid regional changes taking place in the Middle East. The Transition Programme was primarily built around existing funding mechanisms.</p> <p>Activities performed and outputs produced:</p> <ul style="list-style-type: none"> <li>- A draft programme document for the Transition Programme.</li> <li>- Final concept note.</li> <li>- Consultation with the Embassy staff to ensure that their priorities were reflected in the programme document.</li> <li>- Context analysis of the Palestinian context</li> </ul>
January – June 2014	Desk Study	Danish Ministry of Foreign Affairs  Gert Meinecke, germei@um.dk, +45 4186 5932.	MENA and Arabic Expert	<p><b>Review of Danish Arab Partnership Programme (DAPP) Newsletter – a pilot project</b></p> <p>The purpose of the Newsletter is to strengthen the sharing of information and experiences between the broad range of Danish organisations involved in projects in the MENA region. In January 2013, a pilot project was started to create an Arabic version of the Newsletter of <a href="http://www.detarabiskeinitiativ.dk">www.detarabiskeinitiativ.dk</a>. The Review assessed the relevance, effectiveness and efficiency of the newsletter and provided recommendations for a possible extension.</p> <p>Activities performed and outputs produced:</p> <ul style="list-style-type: none"> <li>- Desk review of programme documents.</li> <li>- Interviews with newsletter users and potential beneficiaries in Denmark and the MENA region.</li> <li>- Interview with the Danish Centre for Culture and Development and its Newsletter editors.</li> <li>- In-depth interviews with all of the DAPP partner organisations and a selection of their Arab partner organisations.</li> <li>- Analysis of the Newsletter's media outreach and social media presence.</li> <li>- Analysis of the journalistic quality of the Newsletter, relevance of the articles, geographic coverage, thematic coverage and coverage of organisations in DAPP and MENA region</li> <li>- Draft and final report.</li> </ul>

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November 2013 – April 2014	Iraq	Swedish International Development Agency  Helena Bådagård, helena.badagard@sida.se, + 46 (0)70 365 48 62.	Junior Professional	<b>Evaluation of the Open Fun Football Schools (OFFS) project, implemented by Cross Cultures Project Association (CCPA) 2010-2013</b> Sida's has supported OFFS project in Iraq since 2010. The aim of the project is to foster inter-community relations and civil society initiatives through engaging football schools, volunteers and children. The OFFS attempts to improve mobility and communication between children and adults living in divided communities through children's sports activities as well as form a civil society network in Iraq that engages local stakeholders. The evaluation particularly focused on the inclusion of young girls in the football schools.  Activities performed and outputs produced: <ul style="list-style-type: none"> <li>- Inception report</li> <li>- Theory of Change workshop with CCPA</li> <li>- Field mission to Baghdad</li> <li>- Visit to several OFFS schools</li> <li>- SWOT workshop with OFFS trainers</li> <li>- Focus group interviews (with kids, parents and volunteers)</li> <li>- Interviews with government and municipal officials, CSOs and football clubs.</li> <li>- Draft and final report</li> </ul>
August – December 2013	Denmark	Danida Fellowship Centre  Lars Pedersen, lp@dfcentre.dk, +45 3524 8472	Facilitator	<b>Local Municipal Elections Course</b> Developed and conducted a course for 18 participants from Danida partner countries (Bhutan, Palestine, Kenya, Tanzania, Zimbabwe and Nigeria). The participants represent election commissions, civil society organisations and media institutions and spent nearly three weeks in Denmark studying and observing the Danish municipal and regional elections held on 19 <sup>th</sup> of November 2013.  Activities performed: <ul style="list-style-type: none"> <li>- Developing course design and flow</li> <li>- Contact and coordinate with organisations and institutions for field visits (Ministries, municipality, CSOs, trade unions, newspapers, tv stations and individuals)</li> <li>- Cooperate with researchers and external presenters</li> <li>- Facilitate and train sessions during the course</li> <li>- Responsible for all logistics during the course</li> <li>- Selection and communication with participants prior and after the course</li> <li>- Course evaluation</li> </ul>
2013	Denmark	Aalborg University Helene Balslev, balslev@cgs.aau.dk	Guest Lecturer	<b>Volunteer Tourism &amp; Development</b> Guest lecturer at Aalborg University giving two lectures at the Master Programme in Tourism, Development & Migration.
August 2013 – November 2013	Jordan and Egypt	Swedish International Development Agency  Sofia Orrebrink, + 46 70 661 17 23, sofia.orrebrink@sida.se		<b>Evaluation of the Implementation and Results of the Swedish Strategies for Special Initiatives for Democratisation and Freedom of Expression 2009-2011 and 2012-2014</b> Sida's Strategy for special initiatives aims at supporting democratisation & freedom of expression through actors for change in civil society. The evaluation will provide an overview of the supported initiatives and how the conditions for the agents of change have improved as well as give input to Sida for future support & strategies. Nadia was responsible for carrying out data collection in Jordan and twice in Egypt where meetings were held with a numerous CSOs supported through the strategy & donors.  Activities performed and outputs produced: <ul style="list-style-type: none"> <li>- 2 Field missions to Egypt</li> <li>- 1 Field mission to Jordan</li> <li>- Desk Review &amp; Statistical Analysis</li> <li>- Interviews with Sida &amp; MFA stakeholders</li> <li>- Interviews with Sida partners supported under the Strategy.</li> <li>- Draft Report</li> </ul>
July – August 2013	Desk Study	Danish Centre for Bio-security and Bio-preparedness (CBB)  Jacob Buchwaldt-Nissen, <a href="mailto:JBU@ssi.dk">JBU@ssi.dk</a> , +45 3268 3268	Research Assistant	<b>Analysis of Opportunities and Challenges for Providing Support to Kenya in Strengthening the National Capacity in Biosecurity and Preparedness</b> The Danish Centre for Bio-security and Bio-preparedness (CBB) is the national authority in Denmark, which issues licenses to research institutions, pharmaceutical companies, hospital laboratories, etc. to allow them to work with biological dual use components. CBB has developed a lean and efficient model for national implementation of the Security Council Resolution and the related national legislation and there is internationally a growing interest in using this expertise in developing countries. The objective of this assignment was to study and analyse the opportunities and challenges in supporting the strengthening of the national bio-security and preparedness in Kenya.  Activities performed: <ul style="list-style-type: none"> <li>- Context description of political-economic conditions which might influence the possible implementation of a support programme e.g. political system, governance challenges</li> </ul>

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				<ul style="list-style-type: none"> <li>- Overview of Danish development assistance to Kenya as well as other relevant donor assistance</li> <li>- Identification of relevant national authorities and other stakeholders</li> <li>- Assessment of the opportunities and challenges for CBB initiating cooperation with Kenya</li> </ul>
February – April 2013	Occupied Palestinian Territories and Israel	Danish Ministry of Foreign Affairs  Rami Rabayah, +972577715774, ramrab@um.dk		<p><b>Human Rights and International Humanitarian Law Secretariat 2014 - 2016 Formulation Mission</b></p> <p>The Human Rights and International Humanitarian Law Secretariat is a joint donor programme including Denmark, the Netherlands, Sweden and Switzerland. The overall objective of the programme is to contribute to the effective realisation of adherence to human rights and international humanitarian law in the occupied Palestinian territory. The objective of the formulation mission was to design a programme document with a results framework with measurable indicators for the Secretariat. This framework was based on a realistic context analysis and risk assessment.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Fieldwork conducted in Palestine and Israel</li> <li>- Interviews were conducted with various Palestinian and Israeli CSOs</li> </ul>
January – June 2013	Occupied Palestinian Territories and Israel	Swedish International Development Agency  Anne Kullman, anne.kullman@sida.se, +46 (0)8 698 4014	Junior Evaluator	<p><b>Evaluation of Sida &amp; NIR Core Support Program (2009-2012)</b></p> <p>The International Council of Swedish Industry (NIR) is an independent associate of the Confederation of Swedish Enterprise. NIR is commissioned to promote conducive business environments and through increased cooperation and economic growth promote peace. NIR's objectives are focused on two areas: Conducive Business Environment and Peace building. NIR is implementing programmes in several conflict sensitive countries (Belarus, Colombia, North Korea, Myanmar, Zimbabwe, Palestine among others). The overall purpose of this assignment was to evaluate how/if to continue with core support and to recommend changes for improvement.</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Fieldwork conducted in Palestine and Israel</li> <li>- Interviews with stakeholders took place using semi-structured interview technique.</li> </ul>
October 2012 – May 2013	Desk-based	Danish Ministry of Foreign Affairs  Magrethe Holm Andersen, <a href="mailto:marand@um.dk">marand@um.dk</a>	Junior Evaluator	<p><b>Evaluation of Danish Strategy for Support to Civil Society in Developing Countries</b></p> <p>The evaluation was forward-looking and provided recommendation 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>Activities performed:</p> <ul style="list-style-type: none"> <li>- Phone interviews with Yemeni CSOs</li> <li>- Support to data analysis</li> </ul>
October 2012 January 2013	Desk-study	Danish Ministry of Foreign Affairs  Jakob Rogild Jakobsen, <a href="mailto:jakjak@um.dk">jakjak@um.dk</a>	Research Assistant	<p><b>Formulation of a Final Draft Programme Document for the Danish Arab Partnership Programme 2013 – 2016</b></p> <p>The objective for this assignment was to prepare a final draft programme document for the Danish-Arab Partnership Programme (DAPP) 2013-2015 following the Danida guidelines. DAPP seeks to support existing reform and democratisation processes in MENA (specifically Egypt, Jordan, Yemen, Morocco, Tunisia, Syria and Lebanon) and to establish a basis for improved dialogue, understanding and cooperation between Denmark and the Arab region</p> <p>Activities performed:</p> <ul style="list-style-type: none"> <li>- Met with the MENA Department for planning the programme exercise;</li> <li>- Compiled and integrated elements in the programme document from already existing sources;</li> <li>- Integrated relevant elements from DAPP-programme planning missions to the MENA Region;</li> <li>- Assisted in developing a draft programme document</li> </ul>

Date	Location	Client	Position	Description
September 2012	Desk-study	ActionAid Denmark  Suad Nabhan, Regional Director, <a href="mailto:sna@ms.dk">sna@ms.dk</a>	Research Assistant	<b>Desk Study of the Middle East and North Africa (MENA) for ActionAid International's Strategy Development Seminar</b> The study highlighted social, economic & political trends in the MENA region, & a mapping of potential allies & donors relevant for ActionAid International (AAI). The study served as a basis for AAI's new regional MENA initiative & provided strategic recommendations. Country profiles were developed for Jordan, Yemen, Libya, Algeria, Morocco, Tunisia, Egypt, Lebanon, the Occupied Palestinian Territories, and Syria.  Activities performed: <ul style="list-style-type: none"> <li>- Identified strategic areas of support for AAI's regional initiative based on the current socio-economic and political trends in the MENA region</li> <li>- Identified and map potential allies in the MENA region that were relevant for working at the regional level</li> <li>- Identified Funding potentials</li> </ul>
March – July 2012	Egypt, Jordan and Occupied Palestinian Territories	Swedish International Development Agency  Fredrik Uggla, <a href="mailto:fredrik.uggla@foreign.ministry.se">fredrik.uggla@foreign.ministry.se</a> .	Middle East Expert	<b>Evaluation of 'Tamasi' a Performing Arts Network in the Middle East and North Africa</b> The Tamasi Network consists of 11 organisations (theatre groups, performing arts troupes, cultural centers, etc.) in four Arab countries supported by Sida. The evaluation served as a key document for Sida and the Tamasi network taking stock of past experiences, and formulating ways forward for the program.  Activities performed: <ul style="list-style-type: none"> <li>- Field work in Egypt, Jordan and the Occupied Palestinian Territories</li> <li>- Interviews with members of the Tamasi Network - Interviews with beneficiaries and target audiences</li> <li>- Meeting with relevant key experts on culture &amp; development in MENA</li> <li>- Facilitated participatory SWOT workshops with Tamasi Organisations in Egypt and Palestine</li> </ul>
February – April 2012	Zimbabwe	Danish Ministry of Foreign Affairs  Jakob Bugge, <a href="mailto:jakbug@um.dk">jakbug@um.dk</a>	Programme Expert	<b>Programme Formulation of continued Danish support to the constitution process in Zimbabwe</b> The objective of the mission was to formulate a Programme Document for the Danish support to the electoral processes, including support for a referendum on a new constitution.  Activities performed: <ul style="list-style-type: none"> <li>- Field mission carried out in Zimbabwe.</li> <li>- A desk review of relevant hitherto studies, assessments, evaluations, and academic works concerning (i) the constitution of Zimbabwe and the current constitution process and (ii) electoral processes related to the holding of general elections in Zimbabwe;</li> <li>- An assessment of the needs of the constitution process as well as electoral processes ahead of general elections based on, i.e., consultations with stakeholders;</li> <li>- A review of other donors planned support for a referendum on the constitution and other electoral processes;</li> <li>- Identifying possible opportunities for cooperation with other donors on support for a referendum and other electoral processes;</li> <li>- Prepare a clear and coherent programme document including the relevant intermediate and immediate objectives consistent with Logical Framework Analysis as it is applied by Danida, i.e. formulate the framework and goals, outcomes, outputs and programme management structure;</li> </ul>
	Jordan	ActionAid Denmark	Course Coordinator/ Trainer	<b>Leadership Course in Jordan</b> Developing a course for community mobilisers from the Royal NGO "Madrasati", in leadership, story-telling, appreciative inquiry, conflict management and creative thinking to support their work in rural/urban areas of Jordan improving governmental schools and working as facilitators between the schools and their local communities.
2010 - 2011	Jordan	ActionAid Denmark	Course Coordinator/ Trainer	<b>Global Volunteers Course</b> Hosting a one-month programme for Scandinavian volunteers teaching topics such as: International Development, Social Change, local Middle Eastern Society, Politics, Human Rights and Culture, Women's rights, poverty issues as well as going on various field trips.
2011	Jordan	ActionAid Denmark	Course Coordinator/ Trainer	<b>Training of Trainers Course for youth in the MENA region</b> Hosting a three-week training of trainers' education for activists and youth from Syria, Jordan, Lebanon, Palestine and Egypt, in participatory and non-formal training methods, with an emphasis on appreciative inquiry and coaching techniques. The participants work on promoting human rights and youth engagement in different MENA civil society organisations.

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2011	Occupied Palestinian Territories	ActionAid Denmark	Trainer/Facilitator	<b>Leadership Course in the oPt</b> Developing and carrying out a training course in the West Bank for youth from various Palestinian development organisations. The participants were trained in appreciative inquiry and participatory leadership. The training course supported volunteers and employees of various West Bank CSOs and provided a practical learning space for action learning throughout the course.
2011	Lebanon	ActionAid Denmark	Course Coordinator	<b>Leadership Course in Lebanon</b> Designing, organising and managing voluntary trainers in a 5-day course in the Beqaa Valley for various Lebanese CSOs. The participants were trained in participatory leadership and carrying out campaigns relevant to different societal issues. The training focused on capacity building youth from ActionAid Denmark's Partner organisations in Lebanon.
2011	Jordan	ActionAid Denmark	Course Coordinator/Trainer	<b>Leadership Course in Jordan</b> Designing, organising and managing a course for participants from the Zarqa Municipality, building the capacity of informal youth groups and improving their participation in local decision-making processes. The Youth Groups all work/volunteer in local organisations that work with different types of performing arts (rap, storytelling, film-making, theatre, sports). A one-day workshop in Creative Thinking was also held.
2010	Jordan	ActionAid Denmark	Course Manager/Trainer	<b>Facilitation Course in Jordan</b> Designing and carrying out courses in facilitation skills for local Jordanian youth from a variety of CSOs around the country. Through using action learning, the training gave the participants theoretical as well as practical skills on how to facilitate participatory processes for groups.
2010	Syria	ActionAid Denmark	Course Manager/Trainer	<b>Leadership for Summer Camps in Syria</b> Designing and carrying out a five-day specially designed course in 'Leadership' for the National Union of Syrian Students (NUSS) in Cooperation with the First Lady's Office. Capacity-building NUSS to work with its volunteers in preparation for the Summer Camps.
2009	India	ActionAid Denmark	Course Manager/Trainer	<b>Global Volunteers Course</b> Designing and Managing a one-month full-time training program for Danish volunteers; teaching different themes within international development and preparing 13 volunteers with knowledge, skills and attitudes for their further volunteer placement in Vietnam, Nepal or India.