

CURRICULUM VITAE

1. Family name: Topsøe-Jensen
2. First names: Bente Sofie
3. Date of birth: 06.09.1956
4. Passport holder of: Denmark
5. Office address: Egholmvej 32A, Agersoe, DK – 4230 Skaelskoer
6. Skype: bentetopsoejensen
7. Website: www.benteconsulting.dk
8. Telephone: +45 2257 2207

9. Education:

Institution [date from-to]	Degree(s) or Diploma(s) obtained:
University of Copenhagen 1976-1984	Social Anthropology (Master of Science)
University of Copenhagen 1981	Health in Development Countries (Diploma)
Management for Development Foundation, Holland 1996	Advanced Management Course (Diploma)
Copenhagen Technical College 2004	Strategic Human Management (Diploma)
Copenhagen Technical College 2005	Operational Leadership (Diploma)
University of Lisbon 1981, 1985, 1992	Portuguese Language Training
Media Language Centre, Guadeloupe 2007	French Language Training
COWI Language Training 2009	French Language Training
In-service trainings 1992 - 2010	Workshop and seminars on LFA, Monitoring & Evaluation, Project Cycle Management, Gender, HIV/AIDS, Management of Change, Competence Mapping.
INTRAC October 6-8, 2010	Impact Assessment of Civil Society Capacity Development

10. Language skills: Competence on a scale of 1 to 5 (1 - excellent; 5 - basic)

Language	Reading	Speaking	Writing
Danish	1 (Mother tongue)	1 (Mother tongue)	1 (Mother tongue)
English	1	1	1
Portuguese	1	1	1
French	3	2	5
Spanish	3	2	5
Swedish	1	3	4
German	3	2	2
Crioulo (Guinea-Bissau)	-	3	-

11. Membership of professional bodies:

- FORDI – Forum for Rights and Diversity
- Danish Association of Masters and PhDs
- Women & Development (KULU)

- Ibis (Danish development NGO)
- Mellemfolkeligt Samvirke / Action Aid Denmark
- U-landsnyt.dk – Board member 2013 – 2014
- Danish Development Research Network (DDRN); Board member 2007-09
- FDB (Danish Cooperative Association)

12. Other skills: Full computer literacy (Word, Excel, Power-Point, Outlook, Internet search etc.)

13. Key qualifications:

Ms Topsøe-Jensen is a **multi-experienced senior development specialist:**

- She holds a Masters degree in Social Anthropology and additional diplomas in management and leadership. She has more than 25 years' of experience in development activities, mostly from Southern Africa.
- She has long-term engagement in **civil society capacity building and advocacy programmes**; she has worked as an adviser to government institutions at national and provincial levels; facilitated strategic processes and donor coordination, as well as **interaction between government and civil society**.
- She has been engaged in **private sector development** through overall responsibility for support and credit programmes for SMEs and agri-business development, as well as facilitation of establishment of agri-business innovation incubators
- She is familiar with **gender mainstreaming policies and techniques** and has worked with appraisal of proposals for Danida's grant for Innovative Women's Projects in Africa, as well as assessment of women's programmes in North Africa and the Middle East
- She has worked extensively with **monitoring, evaluation and programme/project reviews** and has a good command of participatory evaluation techniques and tools. She has a thorough knowledge of different **donor evaluation guidelines**, including Sida, Danida, Finnida, DFID and EU.
- She has a **solid knowledge of Climate Change and Development (CCD)** and **community based natural resource management** gained through the preparation of a strategic approach to CCD for COWI (2009) and several assignment.

Civil Society & Rights

- Experience from a **broad range of non-state actors**, including civil society organisations, community based organisations, faith based organisations, trade unions and private sector actors (SMSE); knowledge of NGO legislation and hearing processes.
- Experience with monitoring of **funding mechanisms** for civil society and NSA.
- Long-term engagement in civil society development with focus on **organisational capacity building and organisational development; advocacy, enhancing voice and accountability and the role of civil society in democratic development**.
- Focus on human rights in a broad context, specifically with focus on **women's rights, land rights and labour rights**.
- Long-term experience in NGO policy development, including participation in international coordination and policy fora.
- Fully conversant with current development policy issues related to the Paris Declaration, Accra Agenda for Action and Busan, the Cotonou Agreement, MDGs, APRM and SADC policies for trade unions and civil society.
- Formulation and implementation of district based development programmes, with focus on the **interaction between government and civil society**. Experience with decentralisation as well as devolution, dealing with both capacity building and restructuring of government structures, as well as support to CSOs.

Capacity Assessment

- Hands-on experience from several assignments of **participatory organizational capacity assessments** of major INGOs implementing development programmes.
- Experience with **institutional training needs assessment**, based on Knowledge, Attitude & Practice-approach.
- Responsibility for design and implementation of **capacity building programmes for NGOs and CBOs** in organisational development, advocacy skills, communication and resource mobilisation.
- Trained in **organizational impact assessment** with specific focus on civil society organizations and advocacy. Works with a wide range of participatory capacity assessment tools for major as well as small organizations. Main participatory tools applied are the INTRAC-model, SWOT, ROACH and OCTAGON.

Program management cycle

- Long-term **NGO management career** as Country Coordinator for Ibis in Mozambique and International Director for Danish Association for International Cooperation in Denmark with responsibility for programme development and strategic processes; human resource management, staff training and development; fundraising and liaison with government authorities and funding agencies; establishment of **monitoring systems for results based management**.
- Chief Programme Adviser for Danida Agricultural Sector Programme Support in Mozambique with overall responsibility for liaison with government authorities and donor groups; programme implementation, planning, monitoring and reporting; management of international advisers.
- Full command of **project cycle management**, including strategic planning, baseline studies and **establishment of monitoring and evaluation systems**, elaboration of strategic plans and policy papers, gained through hands-on involvement in programme formulation, appraisals, reviews and evaluations, as well as management of implementation.
- Identification, preparation and formulation of **sector programme support** in the fields of environment / climate change, agriculture, rural development, health and HIV/AIDS.
- **Experience from sector budget support** and PRSP / MDG monitoring, including joint donor budget monitoring and expenditure reviews; MTEF (Mid-term Expenditure Framework) formulation; and design and implementation of monitoring system for Ministry of Agriculture and Rural Development in Mozambique.
- **Institutional and organisational development**, including direct involvement in institutional reform processes, organisational restructuring, human resource management and staff development, as well as specific attention on HIV/AIDS and gender in relation to HR.
- Administration of project and programme funds from EU, Danida, Sida and USAID. Familiar with aid management guidelines from a broad range of donor agencies (EU, Danida, DFID, Sida, NORAD, Finnida).
- Familiar with current **aid and development effectiveness agendas** on ownership, alignment, harmonisation, results and mutual accountability; as well as OECD DAC evaluation criteria on relevance, effectiveness, efficiency, impact and sustainability.

Rural extension and agriculture sector development

- Long-term engagement in agricultural and rural development programmes in Guinea-Bissau and Mozambique. Has worked with **agricultural projects and programmes from the bottom to the top** and holds hands-on experience from rural extension services through field studies, planning and monitoring of extension activities, agricultural training, animal husbandry and crop production for smallholders; and supervision and training of extension workers.
- Experience with **management of rural infrastructure programmes** (rural roads, school and health facility rehabilitation, water supply, rural markets), as well as small-scale credits and private sector development.
- Engaged in **strategy development and implementation** of the national PROAGRI programme in Mozambique, where she functioned as a sparring partner to the National Rural Extension Directorate.
- Knowledge of **land rights** (cadastre, dual land tenure system, customary land regulation) in East and Southern Africa gained through engagement in partnership programmes with land rights organisations, agricultural sector programmes and policy formulation.
- The **in-depth knowledge of small scale farmers' conditions** and the challenges posed in rural extension programmes has served as an excellent platform for further activities in overall programme management and later engagement in sector budget support and institutional development at ministry / national level.

Interpersonal and communication skills

- Excellent negotiation experience in intercultural and often sensitive situations based on a profound understanding of **cross-cultural communication and respect for cultural differences** and political interests.
- Acknowledged by colleagues and staff as a **competent facilitator and negotiator**, capable of making things happen primarily through active engagement of involved stakeholders and actors. She works with point of departure in appreciative inquiry approach with a learning and participatory perspective; she is an active networker, recognised for excellent communication skills and intuitive knowledge sharing.
- Competent team leader with **systematic and careful approach to coordination** and with ability to multi-task and maintain the overview in critical situations of stress.

- Fluent in **English and Portuguese** at executive level. Works in French, Swedish and Spanish.

14. Geographical experience

Country	Date from – to
Angola, Denmark, Egypt, Ghana, India, Jordan, Kenya, Laos, Malawi, Mali, Mongolia, Morocco, Mozambique, Myanmar, Rwanda, South Africa, Swaziland, Tanzania, Turkey, Uganda, Ukraine, Zambia, Zimbabwe	Short term consultancies in the period of 2007 to date.
Afghanistan, the Balkans, Guatemala, Jordan, Kenya, Mozambique, Nepal, Nicaragua, Tanzania, Uganda, Zambia, Zimbabwe	Supervision of country programmes and partnership projects in the period of 2004-2007.
Mozambique	Resident advisor from February 1992 to June 2004
Bangladesh, Indonesia, Malawi, Mozambique, Tanzania, the Gambia	Short term consultancies in the period of 1989-91
Guinea-Bissau	Resident advisor from August 1985 to November 1988
Guinea-Bissau	Resident volunteer from January 1982 to March 1983
Bangladesh	Field research 1980-81

15. Employment record

Period	Employer	Position
2011 -	Bente Consulting ApS	Senior Consultant (owner)
2012 -2013	Danish Ministry of Foreign Affairs	Civil Society Expert
2007 - 2010	COWI A/S	Senior Consultant
2006	Mellemfolkeligt Samvirke	Acting Secretary General
2004 - 2007	Mellemfolkeligt Samvirke	International Director
2000 - 2004	Danida	Chief Programme Adviser
1995 - 2000	Ibis Mozambique	Country Coordinator
1992 - 1995	WUS Denmark / Ibis Mozambique	Project Coordinator
1991 - 1992	COWI Consult	Socio-economic Adviser
1990 - 1991	Danida Training Centre	Course Coordinator
1988 - 1989	Freelance	Consultant
1985 - 1988	Sida / Terra Nova	Monitoring and Evaluation Adviser
1983 - 1984	IMCC	Organisational Secretary
1982 - 1983	IMCC / DanChurchAid	Social Anthropologist / Development Volunteer

16. Professional experience

	Location	Company & reference person (name & contact details)	Position	Description
September – November 2014	Denmark	Danish Ministry of Foreign Affairs Jens Kaare Rasmussen jenras@um.dk	Monitoring consultant	Assessment of Danish NGOs. External consultant to Danida on the first round of resource allocation assessment of the Danish NGOs with framework agreements. 30 days, 2014.
January – November 2014	Myanmar	Institute for International Development www.iid.org Joern Christensen joern.hole.kristensen@gmail.com	Social Protection specialist (team leader)	Development of a Local Social Plan for Chin State in Myanmar as part of an overall comprehensive socio- economic development plan. The preparation of a local social plan focused on child sensitive social protection and other vulnerable groups: elder people, persons with disabilities, poor households. Field work was carried out in Chin State for 4 weeks in January and 1 week in March. The assignment was amended to include the preparation of a Process Paper for the preparation of Local Social Plans to be replicated in other states. The final workshop in November 2014 will present the Local Social Plan to the Union government. Clients are UNICEF and Danida and the consultancy is carried out by IID. 75 working days, 2014.
July – October 2014	Mozambique	Citizens' Engagement Program, COWI Mozambique Fernanda Farinha Fernanda.farinha@cep.org.mz	Institutional consultant	Review of the institutional set-up of the Consortium governing the Citizen's Engagement Programme in Mozambique. The review included a questionnaire survey among consortium members, interviews and facilitation of discussions. The review provided recommendations for the future restructuring of the CEP consortium arrangements. The review report was written in Portuguese. Total 10 days, 2014.
May – July 2014	Tanzania, Rwanda, MENA-region	Danish Ministry of Foreign Affairs Jane Werngren Rosales janero@um.dk	Team leader	Review of LO/FTF Council. Organizational performance assessment in relation to Danida Framework Agreement of the Danish trade union council's international work in Middle East, North Africa, sub-Saharan Africa and Asia. Special focus on social dialogue as one of ILO's Decent Work Agenda pillars and capacity development of partners. Bente Consulting sub-contracted three external consultants for the assignment. Total 95 working days, 2014.
May 2014	Tanzania	Danish Ministry of Foreign Affairs Torben Lindqvist torlin@um.dk	HRBA and civil society consultant	Appraisal of Danida Country Program in Tanzania. The CP comprised four components: Governance – supply side (General Budget Support), Governance – supply side (civil society), Health sector and Private sector. The specific input was on HRBA and civil society in relation to the health sector and general program coherence. 21 working days.
February – April 2014	Denmark	Danish Association of the Blind, Susanne Koch-Andersen Susanne.koch.andersen@blind.dk	Civil society consultant	Support to development of LogFrame model and Monitoring & Evaluation system for the Asia-Pacific partnership program of the Danish Association of the Blind. 11 working days, 2014.
October – December 2013	Denmark	Danish Ministry of Foreign Affairs Susanne Wendt suswen@um.dk	Civil society consultant	HRBA-training for Technical Advisory Service staff. Design and facilitation of workshop on HRBA for Technical Advisory Services staff of the Danish Ministry of Foreign Affairs as part of the implementation of the Danish policy on Human Rights Based Approach in development

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				cooperation. 12 working days, 2013.
October – December 2013	Myanmar	Danish Association of the Blind, Susanne Koch-Andersen Susanne.koch.andersen@blind.dk	Civil society consultant	Facts finding mission to Myanmar. The Danish Association of the Blind will expand their Asia Pacific program from 2014 to include support to the Myanmar National Association of the Blind. Program preparation will included a facts finding mission to Myanmar in November 2013, where problem, context and stakeholder analysis was carried out. Organizational capacity baseline using the OCTAGON-model was established for MNAB. 23 working days, 2013.
September 2013	Mozambique	COWI Mozambique, Lda. Sandra Roque, saro@cowi.co.mz	Civil society consultant	Citizen Engagement Program. Methodological support to the elaboration of Inception Report for DFID and Irish Aid, and input to the preparation of evaluation workshops with CEP staff and external stakeholders. 5 working days, 2013.
September – November 2013	Malawi and Mozambique	Danish Trade Union Council, Jørgen Assens jas@loftf.dk	Civil society consultant (team leader)	Evaluation of LOFTF Southern Africa Regional Program. The evaluation will focus on lessons learned in the areas of organizational development, advocacy and the informal sector. The evaluation will include field visits to Mozambique and Malawi and start by the end of September. 25 working days, 2013.
July – September 2013	Laos and Mongolia	Danish Association of the Blind, Ask Løvbjerg Abildgaard, Ask.Abildgaard@blind.dk	Civil society consultant (team leader)	Evaluation of Danish Association of the Blind's regional program in South East Asia. The evaluation focuses on capacity building, advocacy and scope of the regional program. The evaluation includes country studies in Laos and Mongolia. It is based on participatory methods and organizational learning. Preliminary findings will be presented and discussed at a seminar in Ulaanbaatar, Mongolia with regional participation. 17 working days, 2013
July - August 2013	Denmark	Women's Council of Denmark, Randi Theil Nielsen randi.theil@kvinderaad.dk	Process consultant	Preparation of Partnership Agreement application. The consortium of Women's Council of Denmark, LOKK and Danner has prepared an application for the Danish-Arab Partnership Program for a program in the MENA region, addressing Violence against Women (VAW). Bente Consulting ApS has helped elaborating the proposal and secured the structure and appliance with Ministry of Foreign Affairs guidelines. 5 working days, 2013
May – July 2013	Denmark	DEVCO B2, European Commission, Thomas Nikolaj Hansen Thomas.HANSEN@ec.europe.eu	Civil society consultant	Elaboration of guidance on the EC Communication on Promoting civil society participation in domestic budget and policy processes. The guidance note presents practical How-to guidance on enhancing civil society participation in EC funded programmes. The assignment included presentation at a seminar for CS focal points in Brussels. 23 working days, 2013.
May – July 2013	Mozambique	COWI Mozambique, Lda. Sandra Roque, saro@cowi.co.mz	Process consultant and quality assurance	Citizen Engagement Programme. Methodological guidance and quality assurance on the compilation and analysis of experience and outcome of citizen engagement initiatives in Mozambique. 5 working days, 2013
April – May 2013	Mozambique	COWI Mozambique, Lda. Sandra Roque, saro@cowi.co.mz	Process consultant and	Evaluation of Conselho Nacional de Combate ao SIDA (National AIDS Council). Support to development of evaluation methodology, sparring and quality assurance on elaboration of

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			quality assurance	report. 5 working days, 2013.
April – May 2013	Denmark	Ministry of Foreign Affairs, Technical Advisory Services, René Taus Hansen renhan@um.dk	Process Consultant	Organization of 2 sessions under the Danida Development Days 2013 : The Political Economy of Human Rights and Accountability and Transparency – the role of Parliaments and Media. 2 weeks, 2013.
April 2013	Denmark	Danish Institute of Human Rights Charlotte Flindt Pedersen cfp@humanrights.dk	Process consultant	Provided quality assurance for the elaboration of DIMR's 2013 cooperation agreement with Danish Ministry of Foreign Affairs. Special attention on coherence between expected results and indicators, monitoring logic and justification in relation to strategic priorities and core competence areas. 5 working days, 2013.
March – April 2013	Denmark	CISU Søren Asboe Jørgensen saj@cisudk.dk	Civil Society consultant	Writing of a Discussion Paper on capacity building and support to CSO advocacy activities through funding mechanisms. Paper presented at a public seminar in Copenhagen. 15 working days, 2013.
December 2012 – February 2013	Denmark	Ministry of Foreign Affairs, Technical Advisory Service Tove Degnbol tove@um.dk	Civil Society expert	3-months contract with the Governance team at the Technical Advisory Service with the following main tasks: Capacity assessment (follow-up) of Danish NGO-candidates for Framework Agreements with Danish Ministry of Foreign Affairs; roll-out of Human Rights Based Approach, Reference Group participation on Civil Society Strategy evaluation, preparation of Danida Development Days 2013, various civil society related tasks. 70 working days, 2012-13.
September – November 2012	Mozambique	Swedish Cooperative Centre, Mozambique Gun Lindberg gun.lindberg@sccrosa.org	Team leader	Design and implementation of baseline study and monitoring plan for the new SCC civil society and natural resources management program in Niassa Province, Mozambique. The task included training of SCC program staff, supervision of data collection, verification and analysis, as well as elaboration of final report. 50 working days, 2012.
August-September 2012	Denmark	Danish Ministry of Foreign Affairs Darriann Riber darrib@um.dk	Capacity Assessment consultant	Capacity Assessment (follow-up) of NGO-candidates for Framework Agreements with Danish Ministry of Foreign Affairs. The assignment included desk review of existing capacity assessment reports, programme appraisals, status report and financial accounts with the aim of analysing compliance with basic criteria for becoming a framework organization. The assessment covered Caritas, ADRA, LO/FTF Ulandssekretariatet, Verdens Skove, 3F trade union and Dansk Handicaporganisationer. Strength and weaknesses were identified and discussed at workshops with the individual organizations with the aim of supporting organizational development and adherence to Danida criteria for framework organizations. 27 working days, 2012
May – July 2012	Mozambique	CARE Denmark & Mozambique Rolf Hernø rhernoe@care.dk	Team leader	Evaluation of two programmes (SCORE-NRM and FAPIM) and formulation of outline for a new women-focused civil society and natural resource management programme aiming at establishing sustainable solutions and economic empowerment for poor women dependent on natural resources. Team leader with responsibility for evaluation design and compilation

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				of evaluation summary reports and programme document. 30 working days, 2012.
Maj – June 2012	Mozambique	COWI Mozambique Sandra Roque saro@australcowi.co.mz	Quality assurance	Quality assurance and editing of technical proposal for the DFID-funded Citizen's Engagement Programme . The proposal was considered the best and the COWI consortium was granted the 5-years contract. 10 working days, 2012
March – May 2012	Mozambique	NIRAS A/S on behalf of Royal Danish Embassy, Mozambique Sanne Houliind hou@niras.dk	Training Needs Specialist (sole consultant)	Responsible for the Training Needs Assessment of MICOA and related institutions under the Danish support to Strengthening the Environment Sector's capacity to Coordinate and Implement Environment and Climate Change Policies and Strategies. The TNA included participatory workshops with MICOA staff in Niassa, Nampula, Cabo Delgado, Tete, Gaza and Maputo provinces, as well as 6 central institutions. 35 working days, 2012
June 2011 – August 2012	Mozambique	ITAD / COWI for Evaluation Department at Danish Ministry of Foreign Affairs (Danida), Mr Ole Winckler Andersen olewin@um.dk	Core team member / Civil society expert / Team leader Mozambique	Evaluation of support to civil society engagement in policy dialogue with the aim of lessons learning. The evaluation provided findings, conclusions and recommendations which contribute to Development Partners' (DPs) understanding of how best to support civil society organizations (CSOs) in fulfilling a meaningful role in policy dialogue. The evaluation was based on country case studies in Mozambique, Uganda and Bangladesh. Participated as core team member and team leader for the Mozambique country case study. 50 working days, 2011-12.
December 2011 – February 2012	Egypt, Ukraine, Zimbabwe	Danish Ministry of Foreign Affairs, Africa and MENA Department, Mr. Mogens Blom mogblo@um.dk	Team leader	Capacity Assessment of International Media Support . The organizational capacity assessment addressed organizational and management aspects and involved extensive evidence collection from partner organizations in three countries. The methodology for the capacity assessment was based on extensive experience from organizational development and management requirements for programme implementing organizations. The capacity assessment addressed i.e. management structure (secretariat and board); knowledge management, M&E systems, documentation and reporting; establishment and administration of partnerships; and financial management systems and practices, as well as gender issues. The consultancy was carried out with a consultative approach, engaging stakeholders within IMS as well as externally throughout the process to ensure transparency and anchorage of findings and conclusions. The participatory approach served to ensure operational and realistic recommendations for organizational adjustments. 35 working days, 2011-12.
October 2011	Denmark	Danish Ministry of Foreign Affairs, Africa and MENA Department, Ms. Toni Michelsen tonmic@um.dk	Consultant	Desk appraisal of KVINFO program application for implementation programmes on women's rights in the Middle East & North Africa program. 8 days, 2011.
February 2011 - March 2012	Mozambique	MASC / CSSM (Civil Society Support Mechanism) Mr João Pereira	Monitoring expert (process)	Implementation assistance and quality assurance for Civil Society Support Mechanism (MASC/CSSM) M&E System Action Plan , including revision of database, application forms, flow of information, organisational self-assessment tools and preparation of case studies;

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		j.pereira@masc.org.mz	consultant)	establishment of learning loops and feedback mechanisms, focus on M&E of value for Money, and training of organisations in M&E. The strengthened M&E system was part of the planned transition for MASC to be established as a foundation. 2 months, 2011-12.
June – August 2011	Egypt, Jordan, Morocco	Danish Ministry of Foreign Affairs, Africa and MENA department, Ms. Toni Michelsen tonmic@um.dk	Team leader	Capacity assessment of KVINFO (Danish documentation centre on women), including an organisational review and review of women's rights programs and partnerships in Egypt, Jordan and Morocco. Based on INTRAC-organizational model and appreciative inquiry approach. 1 month, 2011.
June 2011	Denmark	Danish Ministry of Foreign Affairs (Danida), Ms. Ulla Schjøtt Frederiksen ullfre@um.dk	Consultant / facilitator	Prepared and conducted an experience-sharing workshop for implementing NGOs based on progress reports from 13 innovative women's projects in Africa. 1 week, 2011
April-May 2011	Mozambique, Kenya, Ghana, Mali	Danish Ministry of Foreign Affairs (Danida), Mr. Lasse Møller lassmo@um.dk	Institutional consultant (sole consultant)	Analyse the added value by institutions involved in the Pan-African UNIBRAIN initiative aiming at establishment of agro-business innovation incubators. The analysis provided recommendations on future roles and responsibilities for next phase of the programme. UNIBRAIN's development objective is for innovation and entrepreneurship derived jobs in the agricultural sector to be created through partnerships between universities, research institutions and private sector. Interviews undertaken with business incubator consortia and involved regional organisations in Mozambique, Ghana, Kenya and Mali. 1 month, 2011
March 2011	Denmark	NIRAS Ms. Sanne Houllind hou@niras.dk	Consultant	Providing input to technical proposal for implementation of the Danida Environmental Sector programme Support Phase II in Mozambique. The proposal was considered best and NIRAS won the tender. 1 week, 2011.
January - February 2011	Mozambique	Royal Danish Embassy, Mozambique, Ms Kirsten Havemann kirhav@um.dk	Process consultant (sole consultant)	Preparing of Concept Note for the formulation of the fifth phase of the Danish support to Health Sector and HIV/AIDS response in Mozambique. 1½ month, 2011.
November 2010	Mozambique	MASC / CSSM (Civil Society Support Mechanism) Mr João Pereira j.pereira@masc.org.mz	Monitoring expert (process consultant)	Provide support to Civil Society Support Mechanism (MASC / CSSM) to strengthen monitoring system to provide required evidence based information and value for money indicators. 1 month, 2010.
September 2008 - December 2010	Denmark	Danish Ministry of Foreign Affairs (Danida), Ms Ulla Schjøtt Fredriksen, ullfre@um.dk	Senior consultant	Screening and appraising NGO project proposals received for the grant for innovative women's projects in Africa. Responsible for catchment and dissemination of lessons learned, including organisation of annual Lessons Learned-seminars. 2008-10.
2007 to 2010	Denmark	Danida Fellowship Centre / COWI	Lecturer	Teaching <i>The Role of Civil Society in Accountability and Anti-corruption</i> for participants from

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		A/S, Mr Lars Lyhne Stensgaard llst@cowi.com		developing countries at Danida Fellowship Training Courses.
January - December 2010	Mozambique	Royal Danish Embassy, Mozambique, H.E. Ambassador Johnny Flentø johfle@um.dk	Process consultant	Involved in the preparation phase of the Danish Health Sector Programme Support , including the coordination of pre-studies on HIV/AIDS, institutional capacity assessments, prospects for research for health and decentralised support to the national health sector programme. 1½ months, 2010.
August- September 2010	Ghana	Danish Ministry of Foreign Affairs (Danida), Mr Thomas Juel Thomsen thojut@um.dk	Civil society & Media specialist	Mid-term review of Good Governance and Human Rights Programme, Phase II in Ghana. Special focus on assessment of progress of Civil Society and Media Support component, i.e. local ownership, alignment and harmonisation, as well as assessment of operation of Civil Society Governance Fund and multi-donor coordination. 1 month, 2010.
January to March 2010	Mozambique	Royal Danish Embassy, Mozambique, Mr Flemming West flewes@um.dk	Team leader	Formulation of the Danish Environmental Sector Programme Support , including components of institutional capacity building of Ministry of Environment, support to climate change strategy development, civil society environmental groups, urban and municipal development in environment and climate change. Special focus on funding modalities, including sector budget support, joint funding mechanisms and fund management. 3 months, 2010.
November- December 2009	Zambia and Mozambique	3F Danish Trade Union, Mr Poul Ingerslev poul.ingerslev@3f.dk	Team leader	Internal review of trade union support programme in Southern Africa. Emphasis on needed adjustments for second phase of the programme, e.g. in the areas of capacity development, technical assistance and gender. 1 month, 2009.
November 2009 - January 2010	Mozambique	Swedish Cooperative Centre, Ms Kajsa Johansson kajsa.johansson@sccrosa.org	Team leader	Mid-term review of Swedish Cooperative Centre's civil society support programme in Niassa Province. Special emphasis on sustainability and perspectives for adjustments for last year of implementation and post-programme support to civil society. Partnership approach, capacity development and programme management. 1.5 months, 2009.
October 2009	Africa	Danish Ministry of Foreign Affairs (Danida), Mr Flemming Winther Olsen fleols@um.dk	Process consultant	Programme formulation of the UniBRAIN initiative involving African research institutions, agri-networks and private sector (FARA, ANAFE, ATPS and PanAAC). Facilitation of a pan-African workshop in Nairobi, assessment of funding mechanisms and quality assurance of programme document to ensure consistency with Africa Commission report and Danida guidelines. UniBRAIN will promote innovation and entrepreneurship by increasing and strengthening collaboration between universities, research institutions and the private sector through support to establishing agri-business innovation incubators, to improved agribusiness teaching and training and to production of research-based knowledge that is relevant to the development of African agriculture and agri-business. 1 month, 2009.

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September 2009	Denmark	Copenhagen University LIFE, Ms Iben Nathan in@life.ku.dk	Lecturer	Teaching <i>Participatory Rural Appraisal Methodology</i> at Copenhagen University Life.
August - September 2009	Zambia	Mellemfolkeligt Samvirke/Action Aid Denmark, Ms Maria Justiniano mju@ms.dk	Team leader	Review of MS Action Aid's land rights programme in Zambia , assessing the relevance and intervention logic in relation to local partner organisations working with land rights; special focus on women's access to land and CSOs interaction with local government institutions. Responsibility for compilation of synthesis report from country reviews from Zambia, Tanzania and Nepal. 1,5 months, 2009.
May-June 2009	Mozambique	European Commission, Maputo Delegation, Mr Antonio Crespo Antonio.CrRESPO-MORENO@ec.europa.eu	Civil society consultant	Identification Mission for an EC-financed Rural Development Sector Policy Support Programme in Mozambique under the 10th EDF . Special attention on decentralisation and district government structures, Local Economic Development (LED), stakeholder analysis and capacity assessment for decentralised implementation. 1 month, 2009.
February - April 2009	Malawi and India	DanChurchAid, Ms Cecilie Bjørnskov-Johansen cbj@dca.dk	Team leader	Cross-cutting evaluation of DanChurchAid added value to partnerships in development and humanitarian partnership organisations in Malawi and India. The evaluation focused on the perception of added value by partner organisations and other stakeholders in order to identify entry points for enhanced learning and further development of the partnership approach. 3 months, 2009.
January 2009	Zambia, Tanzania and Nepal	Mellemfolkeligt Samvirke/Action Aid Denmark, Ms Maria Justiniano mju@ms.dk	Senior consultant	Elaboration of a Concept Paper on Land Rights with special focus on positions on Reform of Customary Land tenure Systems; Bio-fuels and Land Rights; Commercialisation, Land Grabbing and the Politics of Liberalisation; and Global Advocacy and Land Rights . 1 week, 2009.
July-September 2008	Denmark	Danish Ministry of Foreign Affairs (Danida), Mr Ole Winckler Andersen olewin@um.dk	Deputy team leader	Evaluation of Danida's Information Grants 2006-2007 with focus on three different founding modalities, considering target group, media and theme, as well as relevance, efficiency and resources. The evaluation included i.a. quantitative mapping, media analysis and an overall assessment of the success of the information efforts in relation to providing the public with an understanding of development problems. Specific responsibility for the role of NGOs in information and advocacy. 3 months, 2008.
June 2008	Turkey	Danish Ministry of Foreign Affairs (Danida), Mr Thomas Djuurhus thodju@um.dk	Team leader	Appraisal of the Turkey Political Criteria Programme II strengthening the respect of human rights in light of the EU accession process. The appraisal comprised an analysis of a government and civil society component, programme management set-up and budget. 1 month, 2008.
April - May 2008.	Mozambique, Zambia	Danish Ministry of Foreign Affairs (Danida), Mr Flemming West	Team leader	Appraisal of the Danish trade union 3F's programme proposal for support to trade unions in Zambia, Zimbabwe, Mozambique and South Africa. Main focus on the scope for regional

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		flewes@um.dk		collaboration, the role of trade unions in a democratic development and cost efficiency. 1.5 months, 2008.
November 2007 - February 2008	Mozambique	DFID Evaluation Department, Ms Jane Gardner J-Gardner@dfid.gov.uk	Team leader	Evaluation of Citizens' Voice and Accountability (CVA). With point of departure in the DAC evaluation criteria, CVA intervention cases were evaluated to assess the applicability and impact of CVA models for changes. Focus was on interaction between state and civil society to determine functional mechanisms and actors for voice and accountability. The evaluation included seven in-depth case studies of selected programmes, of which two were decentralised, local development programmes. The country case study was part of a multi-donor evaluation in five countries. 4 months, 2007-08.
September – October 2007	Mozambique, Angola, Zambia, Zimbabwe, Swaziland	Danish Ministry of Foreign Affairs (Danida), Mr Flemming West flewes@um.dk	Team leader	Appraisal of LO/FTF Council's programme proposal for support to trade unions in Mozambique, Angola, Zambia, Zimbabwe and Swaziland. Special focus on the trade unions' role in a democratic development process, regional synergies and gender issues, as well as decent work agenda, OHS and HIV/AIDS. 2 months, 2007
July -October 2008	Mozambique	AUSTRAL COWI Lda., Mr Luis Magaço luis.magaco@australcowi.co.mz	Organisational process consultant	Support to organisational development and internal merger process in AUSTRAL COWI Lda. in Mozambique with responsibility for integration seminar for all staff, introduction of Staff Development Talks and competence mapping, general back-stopping and quality assurance. 3 months, 2007-2008.
June 2007	Mozambique	Austral COWI Lda, Mr Luis Magaço luis.magaco@australcowi.co.mz	Senior Consultant	Pre-study for a Social Impact Study in relation to a proposed reallocation and rehabilitation of an urban market place in the Xipamanine township of Maputo. The assignment involved a preliminary stakeholder identification and proposal of applied methodology. Client: Maputo Municipal Council / World Bank. 1 month, 2007.
April - May 2007	Denmark	Danish Ministry of Foreign Affairs (Danida), Ms Margrethe Holm Andersen marand@um.dk	Senior Consultant	Analysis of nine donor agencies' use of Country Programme Evaluations (CPE) as a tool in policy development. Focus on the need to revise CPEs in the cross field between bilateral demands on accountability and need for alignment and national ownership. 2 months, 2007.
February – March 2007	Kenya, Tanzania, Uganda	Danish Ministry of Foreign Affairs (Danida), Mr Flemming West flewes@um.dk	Team leader	Appraisal mission of LO/FTF support to trade union centres in East Africa. Main focus on the scope for regional collaboration, the role of trade unions in a democratic development and the Decent Work Agenda, cost-efficiency, gender. 2 months, 2007.
February 2007 - December 2010	Denmark	COWI A/S Niels Eilschow Olesen neo@cowi.com	Senior consultant	Senior member of Evaluation Group; responsible for the market area of civil society & NSA development; organizational development and change management; management fo Sida framework contract for civil society; coordinator of Climate Change & Development group; facilitator to internal Women in Leadership programme; focal point for Mozambique and

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				other Lusophone African countries. 46 months, 2007-2010.
July 2004 - January 2007	Denmark	Danish Association for International Cooperation / Mellemfolkeligt Samvirke, Mr Frans Mikael Jansen fmj@ms.dk	Acting Secretary General / International Director	<p>Acting Secretary General: Overall responsibility for the organisation's activities in Denmark and abroad. Support to the MS Board and liaison with politicians and authorities. Representation of MS in international fora, including IVCO, INTRAC, Concord platform in Brussels, as well as substitute member of Danida Board. Overall personnel responsibility for 35 staff members and chairperson of the personnel collaboration committee. Employer: Danish Association for International Cooperation (Mellemfolkeligt Samvirke). 4 months, 2006</p> <p>International Director: Overall responsibility for the MS in the South programme and other development programmes in the Balkans, Afghanistan and the Middle East. Key areas of intervention in the fields of civil society development, rural development, democracy, advocacy and gender. Responsible for the overall grants from donors with a budget of approx. DKK 170 million per year. Personnel responsibility for 20 staff members in Copenhagen and 9 country directors. 26 months, 2004-2007.</p>
August 2000 - June 2004	Mozambique	Danish Ministry of Foreign Affairs (Danida), Ms Grethe Dittmer gredit@um.dk	Chief Programme Adviser	<p>CPA at Danida's Agricultural Sector Programme Support (ASPS) with responsibility for the overall management and coordination. The programme comprised three main components: support to the Ministry of Agriculture and Rural Development's national agricultural programme PROAGRI, rehabilitation of rural roads through the national road authorities and support to private sector agricultural development (ADIPSA I). The CPA was actively engaged in donor coordination committee and contact to other stakeholders (financial institutions, interest organisations, NGOs, private sector), implementation of financing modalities (basket funding, sector support). Furthermore, the CPA functioned as an adviser / sparring partner within the Ministry with special focus on decentralisation of planning, monitoring and budget supervision, strategy development on rural extension and training, as well as participation in activities related to gender, HIV/Aids and Human Resources. Overall budget responsibility for the ASPS (278 mio DKK / 5 years). Overall responsible for ten expatriate advisers in three provinces, as well as planning reporting, and programme development. 49 months, 2000 – 2004</p>
June 1995 - June 2000	Mozambique	Ibis - Danish Development NGO, Mr Vagn Bertelsen vb@ibis.dk	Country Coordinator	<p>Country Coordinator / Resident Representative for Ibis with responsibility for the day-to-day management of Ibis Field Office in Maputo and its 14 staff members. The overall responsibility for implementation of Ibis Mozambique country programme with 25-30 expatriate advisers, national staff and counterpart contacts. The position held the overall responsibility for budget and accounting in relation to Ibis and external donors (EU, Danida, USAID), as well as timely progress reporting on programme activities. Elaboration of yearly</p>

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				Frame Application Reports on Mozambique for Danida. Coordination of strategy process leading to the formulation of an Ibis Country Strategy with focus on district-based development, supporting both local government and CSOs, including administration of district development funds. Programme development involving strategic changes according to Ibis general vision and Mozambican context. Programme design and implementation of five district-based decentralisation programmes, with capacity-building of local government and CSOs. Management supervision of SME support and credit programme (PAPIR). Development of technical assistance programme, including identification of new placements. Elaboration of project proposals and project documents, composition of review and evaluation teams, and negotiation with partner organisations/institutions. Fundraising and liaison with donors as well as other NGOs. Legally responsible for representing Ibis in relation to donors and Mozambican government. 61 months, 1995-2000.
June 1998	Angola	Ibis - Danish Development NGO, Mr Vagn Bertelsen vb@ibis.dk	Internal consultant	Formulation of a country strategy for Ibis based on the post-war experience in Mozambique. The formulation mission visited Uige Province in Angola. 1 month, 1998
February 1992 - June 1995	Mozambique	Ibis - Danish Development NGO, Mr Vagn Bertelsen vb@ibis.dk	Project manager / Coordinator	Project Manager on a Danida-financed Rural Extension Project. With responsibility of coordinating project activities in the fields of rural extension advisory service, training and farm input supplies. Overall responsibility of project finances, staff management and biannual reporting and project monitoring. Employer: Ibis/Government of Mozambique. 40 months, 1992-95.
1991	Tanzania	Danish Ministry of Foreign Affairs (Danida)	Team leader	Review and Appraisal of Same Women's Development Project under the local government of Same District. Major components: feeder road rehabilitation and water supply schemes. 1.5 months, 1991.
1991	The Gambia	Danish Ministry of Foreign Affairs (Danida) / UNSO	Social anthropologist	In-depth evaluation of Improved Cooking Stove Project , with special emphasis on impact on urban and rural beneficiaries, project management structures and planning. 1.5 months, 1991.
1991	Indonesia	Cooperative Centre Denmark / Danida	Team leader	Project Identification Mission looking at possibilities for implementing a Cooperative Member Education and Communication programme under the movement-to-movement collaboration between Cooperative Centre Denmark and Indonesian Cooperative Council. 1.5 months, 1991.
1991	Bangladesh	DanChurchAid	Social anthropologist	Review of Rangpur-Dinajpur Rural Service , an integrated rural development project. Special emphasis on monitoring and evaluation system. 1.5 months, 1991.
1990	Mozambique	Danish Ministry of Foreign Affairs (Danida)	Socio-economic adviser.	Appraisal of project proposal for Urban Water Supply in Tete , with special emphasis on beneficiaries' participation, organisation of consumers' committees and establishment of

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				payment systems. 1.5 months, 1990.
1990	Mozambique	World University Service Denmark (later Ibis)	Social anthropologist	Review of the "Green Zone Projects" (agriculture and infrastructure) in Quelimane dealing with community participation, mobilisation activities, and project management structure. The infrastructure part of the work dealt with water supply as a major component, especially the functioning of water committees. An important component within the agricultural part was review of and recommendations for the training of extension workers. 1.5 months, 1990.
1989	Malawi	Danish Ministry of Foreign Affairs (Danida)	Socio-economic adviser	Appraisal of project proposal for Zomba Water Supply Scheme. The socio-economic adviser's duties comprised studies and appraisal of community-oriented aspects such as the consumers' economy, their ability and willingness to pay and the potential for community participation through establishment of water committees and provision of labour. Mobilisation, empowerment and sustainability were among the topics addressed. 1.5 months, 1989.
1989	Guinea-Bissau	People's Participation Programme, University of Stockholm, Sweden	Social anthropologist	Elaboration of report on popular participation in integrated rural development activities. Special emphasis on establishment of village associations, women's participation and the role of extension workers. Based on experiences from 3-year assignment at Programa de Desenvolvimento Rural Integrado in Northern Guinea-Bissau. 1.5 months, 1989.
1989	Malawi	Norwegian Forest Society/NORAD	Social anthropologist	Mid-term review of Blantyre City Fuelwood Project. The particular sociological aspects referred to community relations. Preparation of extensive recommendations on community involvement activities. 1.5 months, 1989.
1985-88	Guinea-Bissau	SIDA/Terra Nova.	Monitoring & evaluation adviser	Social Anthropologist / monitoring & evaluation adviser at the Planning and Evaluation Unit at the Integrated Rural Development Programme in Guinea-Bissau. The planning and evaluation work necessitated a continuous inter-ministerial coordination initiated and backed up by the planning unit and the management team. Officials from the Ministries of Agriculture, Planning, Health, Public Works and Natural Resources were among the contacts for the programme. An important programme component was the rural extension project, where village participation was organised through village development committees dealing i.a. with health, education and water supply. The monitoring and evaluation adviser's work also comprised provision of data for monitoring of progress, trouble-shooting, research and development of strategies and training programmes, besides management activities such as progress reporting, budgeting and staff administration. 39 months, 1985-88.
1982-83	Guinea-Bissau	IMCC/ DanChurchAid.	Development	Social anthropologist (development volunteer) for a Danida-financed Primary Health Care

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			volunteer	Project carried out in cooperation with Ministry of Health. The responsibility comprised research and recommendations for improved practices for the traditional birth attendants, and planning, monitoring and evaluation of vaccination campaigns. Later employed as organisational secretary at IMCC-office in Copenhagen from 1983-84. 14 months, 1982-1983.