

Firm: **ideas2action ApS**

Name: **BJØRN NYGAARD**

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Nationality: Danish

Year of birth: 1964

Profession: Anthropologist

Position: Chief consultant and owner of ideas2action



KEY QUALIFICATIONS:

Bjørn Nygaard has a theoretical background in socio-economic (anthropological) analysis and has acquired experience within a broad range of professional fields related to process facilitation, planning, monitoring, evaluation and participatory development approaches. This combination of analytical skills and practical experiences enables Bjørn to design, facilitate, establish and run participatory planning, monitoring and evaluation systems; build capacity concerning planning and monitoring; undertake evaluation, PRA, SWOT and LFA training and facilitation; advise on institutional and socio-economic aspects of project or sector programme planning and finally, plan public information campaigns. Recently he published a book on evaluation. He is frequently using process tools such as LFA, Appreciative Inquiry, Open Space, various NLP tools, Reflecting teams and café presentations. These skills have so far been applied in connection with education, waste management, integrated rural development, natural resource management, water and sanitation and agricultural development projects or programmes in developing countries and various sectors in Denmark.

EDUCATION:

PhD (mag.art.) Social Anthropologist, University of Aarhus, 1993

Courses:

- 1) Conflict Management and group facilitation (Deep Democracy), 2009
- 2) Conflict Management, Centre for Conflict Management (DK), 2008
- 3) SPSS – programme for statistical data analysis, 2006
- 4) Coaching: Gordon Collins, Canada (The Coaching Network), 2006
- 5) Intercultural Competences, Magistrenes, 2004
- 6) Mediation, Nellemann Konsulenterne, 2002
- 7) NLP Business Practitioner (communication & management), NLP-huset, 2001
- 8) Project management: COWI Consult, 1999 & 2000
- 9) Logical Framework Analysis, Danida’s Training Centre, 1994

EMPLOYMENT:

2006- **Ideas2action ApS**
 Chief Consultant and owner of ideas2action ApS

2004-2006 **Cubion A/S, Denmark**
 Chief Consultant

2001-2004 **NIRAS Consultants A/S, Denmark**
 Consultant, Department of Management and Development.

1999-2000 **COWI, Consulting Engineers and Planners AS, Denmark**
 Consultant, Department of Institutional, Urban and Human Development

1997-1998 **NIRAS, Consulting Engineers, Denmark**

Consultant, Denconsult

1994-1997

Danida, Kenya

Planning and Monitoring Adviser at Kitui Integrated Rural Development Programme in Kenya

COUNTRY EXPERIENCE:

Bhutan (1 mission), Egypt (1 mission), Kenya (3 years posting and numerous missions), Indonesia (3 missions) Malaysia (7 months fieldwork), Nepal (numerous missions), Russia (6 missions), Syria (3 missions), Tanzania (numerous missions), Uganda (4 missions), Vietnam (2 missions) and Zimbabwe (2 missions).

SELECTED ASSIGNMENTS:

2009

Consultant. Establishing a monitoring system in the 4 billion DKK poverty alleviation programme “1.000 villages” in Egypt. Client: UNDP, 2009-10.

Consultant. Quality ensuring Logframes for second phase of Good Governance Programme. Client: Danish Embassy, Jakarta, 2009.

Consultant. Advising on result based management system and training managers and staff in use of the system: Setting objectives, indicators etc. in strategy plans. Client: Danish Red Cross, 2009.

Trainer. Briefing police officer going to Somalia on conflict management. Client: Danida, 2009.

Trainer. Briefing aid worker going to Afghanistan (Helman Province) on project management (LFA) and public participation. Client: Danida, 2009.

Process facilitator. Facilitation of conflictual meetings in council for integration of ethnic minorities using the method ”Deep Democracy”. Client: Ballerup Municipality, Denmark, 2009.

Consultant. Facilitating network meetings between social worker involved in “equality in health” projects. Client: Ministry of Health, Denmark, 2009.

Trainer. Teaching student advisors in conflict management. Client: University of Copenhagen, 2009.

Trainer. Training embassy export advisors on how to handle the cultural encounter and conflicts. Client: Ministry of Foreign Affairs, 2009.

Trainer. Training spouses of Danida advisors and embassy staff how to handle the cultural encounter. Client: Danida, 2009.

Consultant. Evaluation of contract management (result based management) in Danish Municipalities. Client: KREVI (Denmark’s regional and municipal evaluation institute), 2009.

Trainer. Training project managers in the health sector in project planning (LFA). Client: Various Danish Municipalities, 2009.

Coaching health worker in relation to difficult project management. Denmark, 2009.

Process facilitation. Planning, organising and facilitating inspiration and kick-off meetings for politicians, civil servants and the private sector in relation to an alcohol project. Client: Ministry of Health, Denmark, 2009-10.

2008

Trainer. Training Danish humanitarian aid experts in interpersonal conflict management. Client: IHB Danida, 2008-10.

Consultant. Evaluating educational project on equality in health. Client: Municipality of Vordingborg, Denmark, 2008-09.

Consultant. Evaluating educational project on appreciative and system pedagogic. Client: Three day-care centres, Denmark, 2008-10.

Consultant. Establishing a management information system (incl. monitoring) in Danida's legal sector programme (improved legislative practises, human rights) in Vietnam. Client: Danida, 2008.

Consultant. Strategy development and conflict management. Client: The Integration Council Ballerup Municipality, Denmark, 2008-09

Trainer. Training alcohol project managers in project development, management and monitoring incl. the LFA tool. Additionally, evaluation of the project management guide used during the trainings. Client: Ministry of Health, Denmark, 2008.

Lecturer. Lectures and work-shop facilitation on realistic evaluation and models in evaluation at the Danish Evaluation Society's annual conference. Client: DES, 2008.

Trainer. Training Danish humanitarian aid experts in the cultural encounter. Client: IHB Danida, 2008.

Consultant. Facilitating network meetings between alcohol prevention coordinators. Client: Ministry of Health, Denmark, 2008-10.

Consultant. Evaluation of LFA guide. Client: Ministry of Health, Denmark, 2009.

Trainer. Training health care staff in project management and monitoring including LFA and monitoring. Client: Ministry of Health and various municipalities, Denmark, 2008-09.

Trainer. Training new Danish embassy staff in project management and monitoring including LFA and monitoring. Client: UMKC Danida, 2008-09.

Trainer. Training managers in the concept of learning evaluation. Client: Municipality of Copenhagen and COK, 2008.

Trainer. Training various union training unit members in monitoring and evaluation of trainings. Client: FTF, Denmark, 2008.

Consultant. Strategy workshop. Client: Municipality of Hadderslev, Denmark, 2008.

Consultant. Evaluation of a diabetes and competence development project in Allerød Municipality. Client: Allerød Municipality, Denmark, 2008.

Consultant. Evaluation of a diabetes and competence development project in Hørsholm Municipality. Client: Hørsholm Municipality, Denmark, 2008-09.

Consultant. Evaluation of a diabetes and competence development project in Egedal Municipality. Client: Egedal Municipality, Denmark, 2008-09.

Consultant. Evaluation of a project aiming at establishing networks and improving the physical health of elderly citizens. Client: Municipality of Allerød (Denmark), 2008.

2007

Trainer. Training Danida advisors in project management including Logical Framework Analysis. Client: Danida's Centre for Competence Development, Denmark, 2007-09.

Consultant. Establish monitoring system in the Good Governance Programme (anti-corruption, women's rights, police) in Indonesia. Client: Danida, 2007-08.

Consultant. Establishing an electronic tool box on participatory methodologies in local democracy. Client: Municipality of Copenhagen, Denmark, 2007.

Lecture on evaluation as a development tool at conference for managers in the Norwegian National Auditors' organisation. Norway, 2007.

Consultant. Development of a tool to assess jobs for kinder garden and social institution leaders. Client: Union of Pedagogues, Denmark, 2007.

Process facilitator. Facilitation of a strategy process for The Danish Federation of Small and Medium-Sized Enterprises' international department using LFA, SWOT and silent mind map. Denmark, 2007.

Evaluator. Evaluation of a major education project focusing on changed behaviour among social workers and barriers for this change. Client: Municipality of Copenhagen, Denmark, 2007-08.

Coach. Coaching of unemployed university graduates. Client: NIRAS (EU's Social Fond), Denmark, 2007.

Advisor and process consultant. Establishing a framework for the evaluation of unionist. Client: The Danish Nurses' Organisation, Denmark, 2007

Evaluator. Process facilitation of objective formulation and subsequent evaluation of a project which aims at identifying type two diabetes and minimising later complications. Client: Type2Dialog, Denmark, 2007.

Lecturer. Lecture on "how do you come from idea to action (and anchoring)" on a conference for 300 leaders in the elder care sector. The lecture was combined with a short video on "the seven project phases". Client: Danish Confederation of Municipal Employees, Denmark, 2007.

2006

Trainer. Training Danida advisors and JPOs how to handle the cultural encounter. Client: Danida's Centre for Competence Development, Denmark, 2006-09.

Consultant. Establishing a monitoring system in Neighbourhood Programme in Russia and preparing baseline surveys. Client: Danida, 2006-08.

Consultant. Evaluation of an EU Social Fond project aiming at educating unemployed academics. Client: EU's Social Fond and NIRAS Konsulenterne, Denmark, 2006-07

Trainer. Facilitation of seminar on monitoring and training participants in monitoring. Client: Save the Children and other NGO working in the developing world, Denmark, 2006.

Trainer. Facilitation of Nordic meeting on monitoring and training participants in monitoring as a tool in the learning organisation. Client: NGOs working with disabled persons in the Third World (De Samvirkende Invalideorganisationer), Denmark, 2006.

Process consultant. Assistance to Job-centre Bornholm in relation with a fusion between a job assistance centre and social welfare centre. Client: AF and Municipality of Bornholm, Denmark, 2006.

Consultant. Development of project proposal regarding management education named "High Flyers" for new or potential young leads. Client: Municipality of Copenhagen, 2006.

Consultant. Manual regarding monitoring of training courses and meetings. Client: BUPL (union), Denmark, 2006.

Consultant. Analysis of day-care management projects. Client: BUPL (union), Denmark, 2006.

Consultant. Facilitation of planning and evaluation seminar. Client: BUPL (union), Denmark, 2006.

Project manager. Evaluation of a type two diabetes project in Greve Municipality. Qualitative and quantitative evaluation of the project's progress. Client: T2D. Denmark, 2006.

Team leader. Survey of 900 teachers' and school leaders' attitude and readiness to embrace a major school development program related to the PISA findings in schools in Copenhagen. Client: Municipality of Copenhagen, 2006.

Course facilitator. Facilitating course and teaching on monitoring and evaluation. Client: Danida's Centre for Competence Development, Denmark, 2006.

2005

Consultant. Adjusting and commenting on Danida's monitoring and indicator notes in the following sectors and cross cutting issues: Agriculture, water, environment, infrastructure, energy, good governance, gender, indigenous people, health and education. Client: Danida, 2005-06.

Process consultant. Support to strengthen income generating activities in The Danish Institute for Educational Training of Vocational Teachers via 3 seminars and advise in the periods in between the seminars. Client: The Danish Institute for Educational Training of Vocational Teachers, 2005-06.

Consultant. Management seminar on fusions in the public sector. Clients: Libraries in South and East Jutland (Denmark), 2005.

Consultant. Evaluation of Dyssegård's combi-library. Client: Municipality of Gentofte (Denmark), 2005-06.

Project manager. Evaluation of Dyssegård school's development project (SKUB). Client: Municipality of Gentofte (Denmark), 2005-06.

Lecturer. Input regarding project management in Cubions project management course at Copenhagen College of Social Work. Client: Copenhagen College of Social Work, 2005.

Trainer. Lecturing managers in the elder care sector on how to work with objectives. Client: Local Government Training and Development, Denmark, 2005.

Consultant. Facilitating a strategy seminar for Aalborg Regional Hospital with the objective of strengthening the hospital to face the challenges of regional and national changes in relation to the structural reforms in Denmark. Client: Aalborg

Regional Hospital, 2005.

Consultant. Analysis and advise in relation to a nurse school's evaluation system. Client: The nurse school of Frederiksborg Region in Denmark, 2005.

Consultant. Evaluation of an interaction database that examines the side effects of mixing various types of medicine. Client: Danish Medicines Agency, 2005.

Consultant (sub-contractor). Evaluation of IDEAs handbook on conflict resolution. Client: MIRO, 2005.

Consultant. Assisting Municipality of Gentofte establishing a culture of evaluation in the school sector. Client: Municipality of Gentofte (Denmark), 2005.

Consultant. Assisting Municipality of Silkeborg establishing a culture of evaluation in the school sector. Client: Municipality of Silkeborg (DK), 2005.

Consultant. Assisting Municipality of Allerød establishing a culture of evaluation in the school sector. Client: Municipality of Allerød (Denmark), 2005.

Consultant. Advising Danida on papers related to monitoring and indicators. Client: Danida, 2005.

Consultant. Establishing project management culture in Ministry of Transport and Energy Client: Ministry of Transport and Energy. Denmark, 2005.

Process consultant. Facilitation of leader seminar in IBIS. Client: IBIS. Denmark, 2005.

Trainer. Indicators and M&E. Training Danida staff in Indicators and aspects of M&E. Client: Danida's Centre for Competence Development. Denmark, 2004 and 2005.

Consultant. Evaluation of Red Cross Denmark's school information project. The evaluation includes questionnaires, workshops and interviews with RC staff, school teacher and end-users. Client: Red Cross. Denmark, 2005.

Project manager. Evaluation of a type two diabetes project in Vallensbæk Municipality. Qualitative and quantitative evaluation of the project's progress. Client: T2D. Denmark, 2005.

Project manager. Evaluation of a Job-centre in Frederiksværk. Assessing the merger between two municipalities and a jobcentre (AF), suggesting improvements and documenting the centres results. Client: AMR Frederiksborg Region (Denmark), 2005.

2004

Lecturing at University of Copenhagen, Department of Anthropology in use of PRA and other development tools. Denmark, 2004-07.

Trainer. Intercultural Competences. Role-play based training of multicultural leader-teams Novozymes in intercultural-competences. Client: Novozymes. Denmark 2004-06.

Consultant. Review of sector budget support modality. Assessment of risks and assumptions associated with the sector budget support aid modality with recommendations for possible adjustments regarding PRSP monitoring and activity budgeting. Client: Danida. Bhutan, 2004-05.

Consultant. Training the management group in Muicpality Technique Copen-

hagen (KTK) in risk assessment and stakeholder analysis. Client: KTK, Denmark 2004.

Consultant. Development of indicator paper for the education sector. Development of an indicator paper with the objective of strengthening Danida's and programme stakeholders' ability to identify suitable indicators for programme planning and monitoring. The linkage between MDG, EFA, PRSP and sector programme objectives and indicators are outlined. Client: Danida, 2004.

Consultant. Development of gender indicator paper. Development of a gender indicator paper with the objective of strengthening Danida's and programme stakeholders' ability to identify suitable gender indicators for programme planning and monitoring. The objectives and indicators are linked to MDG and PRSP. Client: Danida, 2004.

Project co-ordinator: Evaluation of Denmark's leading school development project "SKUB" in the municipality of Gentofte. Client: Municipality of Gentofte (Denmark), 2004

Consultant. Development of indicator paper. Development of an indicator paper for TSA agriculture to strengthen Danida and programme stakeholders' ability to identify suitable indicators for programme planning and monitoring. Client: Danida, 2004.

Consultant. Advise concerning internal monitoring and evaluation procedures in the International Media Centre. Client: IMS, 2004.

2003

Consultant. Desk review of SPS Programme Documents' Monitoring Systems. Analysis of the monitoring element in SPS documents in order to improve the foundation for the programmes' development of monitoring systems. Client: Danida, 2003-04.

Consultant. Development of a) Indicators for VPAs and b) an output indicator check-list for ASPs. Development of a report describing output level indicators, monitoring of these indicators and how to define the output level. Client: Danida, 2003.

Team leader. Monitoring system for Municipality of Vordingborg (Denmark). Developing a system to monitor the progress in the municipality's contracts with local institutions. The system is based on improved contracts containing e.g. objectives, indicators and monitoring tools as well as a simple IT tool and a manual. Client: Municipality of Vordingborg (Denmark), 2003-04.

Censor. Censor at the IT-academy regarding project management. Client: The IT-academy (Denmark), 2003.

2002

Team leader. Evaluation of development activities in the social housing area "Stjernen" (Copenhagen). The objective of the evaluation was to document the effect of the activities and develop suggestions to future activities and priorities. Various data collection methodologies was used: questionnaire, focus group and individual interviews, observations, dialogue meetings and desk research. Client: Municipality of Frederiksberg, AKB and Board of Stjernen, 2002-03.

Consultant. Evaluation of five new town development areas in Denmark. The evaluation will assess the socio-economic impact of the five projects based on substantial qualitative and quantitative studies. Client: Ministry of integration, 2002-04.

Consultant. Evaluation of EU's Social Fund in Denmark. The evaluation focus both on the effects obtained and the process leading to the effects including ad-

ministrative procedures. Documentation and control are elements in the evaluation but the main objective is “learning”. Client: Ministry of Labour (Arbejdsmarkedets Styrelsen), 2002-04.

Team Leader. Work plans (virksomhedsplaner) and teambuilding. The assignment consisted of a) teambuilding excises for employees and managers in Copenhagen Municipality’s department of roads and parks and b) training of the same stakeholders in development of detailed work plans. Client: Department of Roads and Parks, 2002 & 2003.

Team leader. Participatory evaluation and planning in Horsens Job Centre (Denmark). Development of a methodology to involve users in the evaluation and planning of activities in a public Danish job-training centre, which was used as a case. The methodology can be used to evaluate public institutions as such. Client: Ministry of Finance, 2001-2.

Consultant. Improving and or establishing a monitoring system for Danida’s agriculture, micro-finance and micro-enterprise projects in Kenya. Client: Danida, 2002.

2001

Consultant. Danida’s Cultural Strategy. The objective is to produce Danida’s first strategy for the cultural sector including both the cultural aspect of development programmes and the aesthetic dimension of culture. Client: Danida, Denmark, 2001.

Consultant. Establish a monitoring system for Agriculture Sector Programme Support Vietnam. The objective of the consultancy is to establish a monitoring system for ASPS covering baselines, physical progress monitoring and impact monitoring. Client: Danida. Vietnam, 2001-2002.

Team leader. Evaluation of the “Urban Fund” (Bypuljen). Evaluation of projects under the Urban Fund for social development and of the fund administration. Client: Ministry of Towns and Housing. Denmark 2001-2004.

Consultant. Value and vision seminar for the Culture Administration of Aarhus Municipality (Denmark). Bjørn Nygaard functioned as process-consultant in order for the participants to identify a common value-base and based on that increase the co-operation across departments. Client: Municipality of Aarhus, 2001.

Trainer. Training of Danish NGOs in monitoring in a third world context. A short training session for the “Projektrådgivningen” (Association of small Danish NGOs). Client: Projektrådgivningen, 2001.

Team leader. Support to Danida’s international working group on monitoring in Agriculture Sector Programme Support. The objective is to establish monitoring guidelines for Danida’s ASPS. Client: Danida. Denmark, 2001-2.

2000

Consultant. Evaluation of the Integration Law. Evaluation of immigrants’ attitudes to the Danish Integration Law and related activities. Client: Ministry of Interior. Denmark, 2000.

Consultant. Solid Waste Management Study for the City of Homs. Responsibilities: Assessing and comparing the social impact of a proposed landfill and related infrastructure on local communities in order to identify the most suitable site. Client: European Investment Bank. Syria, 2000.

Consultant. "Project House". The project was concerned with improving co-operation between partners in the construction sector. Responsibilities: Facilitate an action-plan using LFA tools for one of the project's work groups. Client: Min-

istry of Housing. Denmark, 2000.

1999

Consultant. Action-Plan for the Vollsmose Area. The objective of the project was to establish an action-plan for an ethnically mixed, socially impoverished and conflict stricken suburb of Odense City. Responsibility: Responsible for 1) a study concerning the area's local resources, character and historical development focusing on social and ethnic aspects 2) participation in development of the overall plan. Client: Municipality of Odense and three building societies in the area. Denmark, 1999-2000.

Trainer. Two Logical Framework Approach training sessions. Responsibility: 1) Planning and implementation of the training, which was based on cases and practical exercises 2) Design LFA training manual. In the first training, the trainees were consultants from in and outside COWI Consult, and in the second administrators from the Egyptian Ministry of Environment. Client: COWI and private consultants. Denmark, 1999 and 2000.

Consultant. Improved Cooking Stoves Component, Nepal. Responsibilities: 1) Participation in detailed planning of the component together with the implementing local NGO. 2) Advise on baseline studies. 3) Establish a monitoring system. 4) Advise on information campaigns and training material. Client: Danida. Nepal, 1999 - 2000.

Consultant. Assessment of Danish municipalities administration and control of the "Domestic-services Law". Responsibilities: 1) Design a questionnaire for all Danish municipalities and analyse related results. 2) Qualitative interviews in selected municipalities concerning the control and administration of the law as well as of the municipalities' co-operation with The Danish Commerce and Companies Agency and analysis of related results. Client: The Danish Commerce and Companies Agency. Denmark, 1999.

Team leader. Establish a monitoring system in Danida's Agricultural Sector Programme in Tanzania. Responsibilities: 1) To design a monitoring system through a participatory process. The system should encompass activity, output and impact monitoring, and it should be adapted to the human and financial resources available in the Programme and in the ministry. 2) Identify and test the required software. 3) Develop a reporting manual. 4) Produce a training needs assessment and undertake part of the training. 5) Assist in planning baseline-studies. Client: Danida. Tanzania, 1999 -2000.

Consultant. Solid Waste Management Study for the City of Aleppo. Responsibilities: 1) Assessing and comparing the social impact of a proposed landfill and related infrastructure on local communities in order to identify the most suitable site. 2) Survey regarding inhabitants' willingness to pay for services and willingness to recycle. 3) Planning an information campaign regarding improved solid waste management. Client: European Investment Bank. Syria, 1999.

Consultant. Trunk Road Rehabilitation of the Kampala - Fort Portal Corridor. Responsibilities: 1) Establish a socio-economic development fund in relation to the rehabilitated road, in order to increase the benefits of the trunk road for the inhabitants living in the road corridor. 2) Supervise the management of the fund including establishing a participatory planning and monitoring system. 3) Assist in insuring gender sensitive procedures are in place in relation to both the fund and the trunk road rehabilitation activities. Client: Danida. Uganda, 1999-2000.

Team leader. Assessing experiences concerning participatory town planning in 12 Danish municipalities. Responsibilities: Interviewing and assessing experiences obtained by civil servants and representatives of citizen groups concerning public participation, project management and co-operation between municipal government agencies in participatory town planning pilot projects. Client: Union

of Municipalities. Denmark, 1999.

1998

Consultant. Natural Resource Management Sector Assistance Programme (NARMSAP). Responsibilities: 1) Advise on establishing a participatory monitoring system for the programme, which included input, activity, output and impact monitoring. 2) Advise on organisational monitoring set-up, responsibilities, types of databases and cost estimates. Client: Danida. Nepal, 1998.

Lecturing at University of Aarhus, Department of Ethnography and Social anthropology in use of PRA and other development tools. Denmark, 1998-99.

Resource person for Danida's Training Centre 1) on matters related to socio-economic issues in Kenya 2) regarding ASPS planning and monitoring. Denmark, 1998 - 2002.

Consultant. Southern Africa Development Institute (Zimbabwean Consultancy firm) under Danida's **Private Sector Programme.** Responsibilities: Training SADI staff in establishing monitoring systems in local organisations. Training SADI staff and other local consultants in SWOT-analysis and LFA. Initiating a monitoring system in DAPP, Zimbabwe. Zimbabwe, 1998.

Consultant. Natural Resource Development Project, HIMA. Responsibilities: Assess relevance of ongoing monitoring efforts. Establish a participatory monitoring system. Training of project key personnel. Produce manual on data and information collection. Client: Danida. Tanzania, 1998.

Sociologist. Smallholder Irrigation Programme appraisal mission. Responsibilities: Refine the programme's targeting approach. Define capacity building requirements. Identify appropriate sources of training and cost the services. Further the understanding of the programme target group with special attention to female-headed households. Client: IFAD/Danida. Zimbabwe, 1998.

1994-97

Consultant. Agricultural Sector Programme Support. Responsibilities: Assist with the day-to-day management of Taita Taveta Agricultural Project, including preparation of budget and work plan. Assist the further development of planning, monitoring and evaluation procedures at Taita Agricultural Project and at Makueni Agricultural Project. Advise Kitui Agricultural Project on issues related to monitoring and evaluation. Prepare a detailed proposal for division of monitoring and evaluation responsibilities and monitoring guidelines. Client: Danida. Kenya, 1997.

Planning and Monitoring Adviser. Kitui Integrated Development Programme (KIDP) and support to two sister projects (TAP and MAP). Duties: Establishing a planning and monitoring system for the three projects, incl. capacity building at government and community level regarding these two issues. Focus was involvement of the government level as well as the community in the development process. Planning included facilitating PRAs, LFAs (both on management and community level) and baseline studies, as well as writing annual work plans and participating in planning of Danida's new sub-sector agriculture programme for Kenya. Monitoring included establishing community as well as government based progress and impact monitoring systems (quantitative and qualitative), databases, undertaking an aerial survey and writing quarterly and annual progress reports. Later in the contract period I was asked to transfer KAP's planning and monitoring systems to KIDP's sister projects in Makueni and Taita districts, as well as initiating discussions of the same in the Ministry of Agriculture. Client: Danida. Kenya, 1994-1997.

PUBLICATIONS:

2006: Evaluation as a Management Tool in the Public Sector. Børsens Forlag. Written together with Terkel Skårup (in Danish only).

2006: Contract Management and Evaluation in Municipality of Vordingborg – a Contribution to the Learning Organisation. Written together with Vordingborg Municipality and NIRAS Consultants (in Danish only).

2005: Guide to Establishing Jobcentres, Region of Frederiksborg (in Danish only).

2005: Monitoring and Indicators on Education, Technical Note, Danida (with Peder Kjøgøx from Cubion). See <http://monitoring.dccd.cursum.net>

2005: Monitoring and Indicators on Gender, Technical Note, Danida (with Elisabeth Riber Christensen and Lise Malling from NIRAS). See <http://monitoring.dccd.cursum.net>

2004: Monitoring and Indicators in the Agricultural Sector. Technical Note, Danida. See <http://monitoring.dccd.cursum.net>

2002: Monitoring Systems in Agriculture Sector Programme Support – A working Paper; Danida.

1997: Past experience shows that a narrow focus on capacity building eases control of development projects in certain development countries. Udvikling nr. 3, 1997, Danida. (In Danish only).

1993: Ph.D. Thesis (mag. art.). Rural and Industrial Conflicts in Malaysia. University of Aarhus. (In Danish only).

1993: Review: Indigenous People. In: Jordens Folk, No. 3, 1993. Copenhagen. (In Danish only).

1992: Fight of the Races? Feature article in the daily newspaper *Jyllandsposten*. (In Danish only).

1990: Malaysia: A Nation State's Dependency on Ethnic Tensions. In: Jordens Folk, No. 4, Copenhagen. (In Danish only).

LANGUAGE QUALIFICATIONS:	speaks:	reads:	writes:
Danish	Mother tongue		
English	Excellent	Excellent	Excellent
German	Fair	Poor	Poor
Bahasa Malaysia	Poor		
Kiswahili	Poor		

MEMBERSHIPS: Danish Evaluation society
Centre for Conflict Management, Denmark