

CURRICULUM VITAE

1. **Family name:** Udsholt
2. **First names:** Lars
3. **Date of birth:** 20.01.63
4. **Nationality:** Danish
5. **Education:**

Institution, [Date from – Date to]	Degree(s) or Diploma(s) obtained
University of Copenhagen, 1982 – 1987	B.A. Political Science
University of Copenhagen, 1987 – 1992	M.A. Political Science

6. **Language skills:** Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)

Language	Reading	Speaking	Writing
Danish	Mother tongue		
English	1	1	1
French	3	4	5
German	3	3	4
Swahili	4	4	5

7. **Membership of professional bodies:** Danish Association of Lawyers and Economists (DJOEF), Danish Industry (DI), Danish Management Council (DMR), Association of Development Professionals (U-landsfagligt Selskab), Mellempfolkeligt Samvirke.
8. **Other skills:** Good interpersonal skills and deep understanding of diversity and cross cultural issues. Extensive experience with public media, academic presentations, as well as facilitation and training.
9. **Present position:** Director of capacitate a/s, (limited liability company), www.capacitate.dk
10. **Years within the firm:** Company founded November 2006
11. **Key qualifications:** Lars Udsholt has extensive experience from working on governance related assignments in Denmark as well as in developing countries. He spans robust management and leadership experience as well as substantial insights into the aid policies and aid modalities. Lars has effectively leveraged his academic background and translated a lifelong commitment to development into high level management performance. Key competences include helping development organisations define their role and strategies and as well as improving performance. The role of civil society organisations at local, national and international levels is an area of particular interest, with emphasis on regional networking, development education, and policy advocacy. Lars' personal skills include strong analytical ability, especially with regard to policy analysis, strategy development and organisational assessments. He is a versatile communicator with a diverse experience including public media, academic presentations as well as facilitation and training. A consistently strong performer who works well under pressure, Lars is also highly results oriented.

12. Professional experience

<i>Lars Udsholt – Professional Experience</i>				
<i>Date from - to</i>	<i>Location</i>	<i>Company</i>	<i>Position</i>	<i>Description</i>
May – September 07	Tanzania and Denmark	Danida	Team leader	Prepare and lead two workshops to enhance regional cooperation among organisations promoting gender equality in Africa
April – May 07	Denmark	Danish Council of Organisations of Disabled People (DSI)	Individual consultant	Facilitation of process to formulate new vision for DSI work with disability in developing countries

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Date from - to	Location	Company	Position	Description
March – August 07	Denmark, Sudan, Uganda, Kenya, Zambia and Botswana	Danida	Team leader	Identification and Organisational Capacity Assessment of Networks to Promote Women's Economic Empowerment in Eastern and Southern Africa
December 06 - January 07	Denmark	UN Millennium Campaign / UNDP	Individual consultant	Preparation of Fundraising Proposal accentuating Millennium Campaign Strategy for 2007-2009; for presentation to UNDP Executive Board
December 06 - January 07	Denmark and 5 countries in Horn of Africa	Danida	Team leader	Identification and organisational capacity assessment of regional networks in the Horn of Africa promoting gender equality.
November-December 2006	South Africa	Danida	Team leader	Programme Review of Thematic Programme on Democracy and Good Governance
November 2006 –	Denmark	capacitate a/s	Director and owner	Director of capacitate a/s, (limited liability company)
September–November 2006	Denmark and 12 countries in East, West and Southern Africa.	Danida	Team leader	Identification and organisational capacity assessment of African regional networks to promote gender equality.
March 2006	Uganda and South Sudan	Danish Ass. For International Cooperation (MS)	Secretary General	Pre-appraisal mission to identify scope of Danish NGO engagement in South Sudan
October 2004	Zambia and South Africa	Danida	Board member	Inspection visits to Danish supported activities and programmes
October 2003	Burkina Faso and Benin	Danida	Board member	Inspection visits to Danish supported activities and programmes
February 2003 – March 2006	Kenya, Uganda, Tanzania, Guatemala, El Salvador, Nepal, Zimbabwe, Mozambique, Bosnia & Herzegovina	Danish Ass. for International Cooperation (MS)	Secretary General	Project visits, pre-appraisals, and reviews of MS supported programmes
November 2002- August 2006	Denmark	Danish Ass. for International Cooperation (MS)	Secretary General	Overall management responsibility for major Danish NGO (app. DKK 220 mill annual budget; field offices in ten countries; 375 staff members world wide); Relationship management to donors, media and partner organisations. (http://ms.dk/sw13950.asp)
August – October 2002	Denmark	Danish Ass. For International Cooperation (MS)	Individual consultant	Assessment of MS Development worker training and preparation. Proposal for a focus on key competence areas
2001 – 02	Arusha, Tanzania	Integrated Conservation & Dev. Programme in Eastern Africa	Member of Core Group	Regional Training Programme organised and funded by UNDP/FAO, WWF, CARE and MS-TCDC.

Lars Udsholt – Professional Experience				
Date from - to	Location	Company	Position	Description
1999 - 2000	Arusha, Tanzania	Danida and MS	Specialist	Review of the core grant from Danida to MS (MSiS programme). Member of team of resource persons developing review methodology, assessing initial study outcomes and drafting new MSiS policy paper.
1997 – 2002	Arusha, Tanzania	Training Centre for Development Cooperation (TCDC)	Principal / Director	Overall management responsibility for major regional training centre in East Africa (www.mstcdc.or.tz): training programmes and consultancies in community empowerment, organisational effectiveness and policy advocacy.
1996	London / Copenhagen	Overseas Development Institute	Researcher	European Union Comparative Donor Research on Poverty Reduction. Personally responsible for Danish part as well as for organising joint research seminar.
1996	Copenhagen	Danida	Member of CDR advisory panel to Danida.	Evaluation of Poverty Reduction in Danish Aid
1995	London / Maastricht / Copenhagen	Overseas Development Institute and European Centre for Dev. Policy Management	Researcher	European Union Aid Agencies: Comparative Management and Effectiveness. A Collaborative Research Project organised by ODI and ECDPM. Together with Gorm Rye Olsen responsible for Danish part.
1995	Brighton, UK Institute of Development Studies, Sussex	Commission of the European Union	Specialist / Steering Committee member	IDS/Sussex Evaluation of EU/Ethiopia Cooperation. Programme Evaluation.
1994 – 95	Copenhagen	Danida	Member of Core Group.	Structural Adjustment in Africa. An Assessment of the Experience. Personally responsible for social sector analysis and poverty analysis.
1994	London & Stockholm	Overseas Development Administration (UK) & Sida (Sweden)	Steering Committee member	IDS/Sussex study on Poverty assessment and public expenditure. A study for the World Bank's SPA working group on poverty and social policy.
August 1993 – June 1997	Denmark, Ghana and Uganda	Centre for Development Research	Research Fellow	Main research field: The making and implementation of the World Bank's poverty reduction strategy. Field work in Ghana and Uganda. Additional research on aid effectiveness, comparative studies of official aid administrations, and of aid and poverty reduction.
March 1991	Zimbabwe and Mozambique	Danida	Team member	Study tour with a focus on the Danish bilateral aid portfolio
December 1990 – May 1993	Mozambique, Lesotho, South Africa, Zimbabwe, Zambia, El Salvador, Nicaragua, Costa Rica.	Danish Youth Council	Head of department	Project visits, pre-appraisals, appraisals and reviews (DUF partners)
1990 – 1993	Copenhagen	Danish Youth Council (DUF)	Head of Third World Department	Management responsible for diverse portfolio of policy advocacy, development education, youth projects in developing countries, and capacity building among Danish and Southern youth organisations (www.duf.dk)

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Date from - to	Location	Company	Position	Description
June 1989 – July 1990	Copenhagen	Danish United Nations Association	Development Education Officer	Development education, policy advocacy and information dissemination on multilateral development cooperation (http://una.dk/)
September 1986 – September 1988	Copenhagen	Social Democrats' parliamentary group	Personal Assistant	PA to Mr. Christian Kelm-Hansen, MP, then Chairman of the Board of Danida.

13. Other relevant information:

Institutional affiliations and organisational engagements

- 2006 – External examiner, Institute of Development Studies, Roskilde University, Denmark
- 2006 – Board Member, Pilgrim Foundation
- 2006 – Board Member, Tranquebar Travel Bookshop, Copenhagen, Denmark
- 2005 – 06 Alternate Member of the Board of Danida, appointed by Minister for Development Cooperation, Ministry of Foreign Affairs, Copenhagen, Denmark
- 2005 – 06 Member of Steering Committee for Danish NGO Reunion 2006 (NGO Træf 2006, <http://ngo-traef.dk/>). Organised by Danish NGO Contact Committee
- 2003 – 06 Steering Committee Member of Eurostep (European NGO network with politically progressive secular identity), Brussels, Belgium (www.eurostep.org)
- 2003 – 06 Council Member, Danish Refugee Council, Copenhagen, Denmark
- 2002 – 04 Member of the Board of Danida, appointed by the Minister for Foreign Affairs, Ministry of Foreign Affairs, Copenhagen, Denmark
- 2002 – 04 Member of Steering Committee for the Danida external evaluation of Mellemløst Samvirke (implemented by Christian Michelsen Institute, Bergen, Norway)
- 1995 – Member of School Council, The International People's College, Elsinore (<http://ipc.dk/>)
- 1995 – 96 Executive Committee member, Centre for Development Research, Copenhagen, Denmark
- 1991 – 96 Deputy Chairman, Danish Association for International Cooperation (MS)
- 1990 – 95 Alternate Member of the NGO Working Group on the World Bank and the NGO World Bank Committee - representing Nordic NGOs
- 1991 – 92 Danish NGO-representative in Working Group on Development Education under Liaison Committee for Development NGOs in the European Communities
- 1989 – 96 MSIS Programme Committee member, Danish Association for International Cooperation
- 1988 – 89 Board Member and Member of International Committee, Danish United Nations Association
- 1987 – 89 President of The Alliance of West European Voluntary Service Organisations, www.alliance-network.org
- 1985 – 96 Board Member of Danish Association for International Cooperation, 1986-96 member of the Executive Committee

14. Publications:

- 1996 *Danish aid policies and poverty reduction - from non-committal statements to a more strategic approach*. CDR Working Paper 96.7
- 1996 (ed.): *Limits of adjustment in Africa. The effects of economic liberalization, 1986-94* (with Engberg-Pedersen, Gibbon & Raikes, eds.). Centre for Development Research & James Currey Ltd.
- 1995 Udsholt & Olsen: *Forenede Nationer i en splittet verden*. Copenhagen
- 1995 Udsholt, Klöcker & Penter Madsen: *Dansk Ulandsbistand - Verdens bedste?* Copenhagen.

- 1995 Effekter af strukturtilpasning på fattigdom i Afrika. in: *Den Ny Verden*, no.3 1995.
- 1995 Forfægtet, forhadet og forladt - strukturtilpasning i Afrika. in: *Den Ny Verden*, no.3, 1995.
- 1995 (ed.): På vej mod markedet - strukturtilpasning i Afrika. Special Issue of *Den Ny Verden*, no.3, 1995.
- 1995 Udsholt & Olsen: *The Danish Aid Administration: Between Politics and Technical Rationality*. CDR Working Paper 95.12.
- 1994 World Bank Poverty Reduction Strategies in Sub-Saharan Africa: Policy Formulation and Programme Design in *Udsholt & Svendsen (eds.)*, 1994.
- 1994 Fattigdomsorienteret strukturtilpasning i Afrika - flere spørgsmål end svar in *Den Ny Verden*, vol. 27, no.3.
- 1993 Udsholt & Genefke Jørgensen: *The Role of Danish Development NGOs - Challenges for the Future*. Mellemløkeligt Samvirke, Copenhagen
- 1993 Voluntary Organizations and Democratization in Developing Countries in Vidriksen & Pedersen (eds.): *Youth and Democracy in Mozambique*. Copenhagen
- 1993 Udsholt, Nicolajsen, Mouridsen & Østergaard (red.): *Hvem ejer demokratiet? politiske opbrud i Afrika*. Dansk Ungdoms Fællesråd, Copenhagen
- 1991 Multilateral bistand - kvaliteter, problemer og dansk politik in Udsholt & Beck (eds.): *Multilateral Bistand i 90erne*. Copenhagen
- 1990 *Leaning On an Open Door? World Bank Structural Adjustment Programmes in Sub-Saharan Africa*. M.A. Thesis, Institute of Political Studies, University of Copenhagen
- 1989 Fra Bretton Woods til i dag - Verdensbanken og Valutafondens historie og udvikling in Kristiansen & Olsen (eds.): *På lempelige vilkår? Verdensbanken, IMF og ulandene*. Copenhagen
- 1987 Udsholt & Svendsen (eds.): *Zambia f.eks. - en bog om bistand og betingelser*. Copenhagen