

Name	:	JENS VESTGAARD
Nationality	:	Danish
PROFESSION AND KEY QUALIFICATIONS	:	<ul style="list-style-type: none"> • Teaching: Formal training at University and College levels, • Consulting: Business development, Strategy, Recruitment, Capacity Building, International and Corporate HRD/HRM, Leadership development, Organisational development, Project design and management, Training and Learning, • Facilitating: Organisational Change Processes, Workshops, Conferences, Meetings.
EDUCATION AND SELECTED TRAINING	:	<ul style="list-style-type: none"> • M.Ed., Master of Education / HRD, Danish University of Education, Copenhagen, Denmark, 2004. • Coaching Based Leadership Programme, Certified Coach, The Coaching Company, Hørsholm, Denmark, 2004-2005 • EU Diploma – Managers’ Training Programme, MTP 8, The EU-Japan Centre for Industrial Co-operation: Management, Tokyo, Japan, 1991. • M.Sc. Economics and Public Administration (Cand. Scient. Pol.), 1985, University of Aarhus, Denmark. • M.A. Political and Social Science (Cand. Phil. Samfundsfag), 1985, University of Odense, Denmark. • Diploma, UN Graduate Study Programme, 1980, Palais de Nations, Geneva. • Diploma, Applied Computer Technology for Social Sciences, University of Essex, 1979, UK. • Diploma, Political Science and History, University of North Carolina, 1975-76, USA. • Danida English Proficiency Test, 1981 (A), • Cambridge Certificate of Proficiency in English, 1978
Professional Project References	:	

2006 - ongoing	:	Denmark Socialkonsulenterne Danmark – Consulting within: <ul style="list-style-type: none"> • Business development • Strategic development • Operations and procedures
2007 - ongoing	:	Denmark Bech Bruun A/S, <ul style="list-style-type: none"> • Contract management on overseas international contracts for WB, Asian Development Bank, Danida etc.
2007 – ongoing	:	Denmark Emperion A/S - designing and implementing IP based broadband satellite and radio communication solutions globally with particular strongholds in Africa and the Middle East, Denmark: HRD services for search, selection and recruitment of: <ul style="list-style-type: none"> • General Manager for existing operations in Nigeria, • General Manager for new operations in Ghana, and • General Manager for new operations in Uganda.
2007	:	Ghana

Project references

		Project Director, SPEED II – Joint donor project GTZ + Danida – EURO 10.5 Million. Socially and geographically balanced development of growth-oriented MSMEs through market oriented financial and non-financial business support instruments: <ul style="list-style-type: none"> • Component 1: Development of BDS services, • Component 2: Demand oriented micro-finance services • Component 3: Access of MSME-FIs to re-financing and risk-sharing instruments
2007	:	Denmark
		Trainer for the Danida Centre for Competence Development (DCCD), Ministry of Foreign Affairs of Denmark: Capacity Development for Officials and Experts using the ROACH methodology.
2006 – 2008	:	Russia, Ukraine
		HRD Advisor and Trainer, Manager's Training Programme (MTP 4), EU: Management Education and Training of Russian and Ukrainian Managers – Teaching introductory, mid-term and end-term courses: <ul style="list-style-type: none"> • Case Studies – Export Management • International Marketing – Market Entry Modes, • Business strategies, • International HRM and HRD strategies and systems • Organisation Change Management, • Preparation of Feasibility Studies, • Business Plans, and • Cross Cultural Business Management
2006	:	Denmark
		HRD Advisor and Trainer, Danida Fellowship Centre (DFC): Fellowship Course in International Human Resource Development for about 20 selected experienced senior managers from selected Danida Programme Countries: <ul style="list-style-type: none"> • Project Cycle Management – Danida, EU, AsDB and WB versions, • Project identification and design.
2006 – 2007	:	Denmark / Norway
		Quality Assurance for the Evaluation of the Norwegian Petroleum related Assistance over the last 20 years. The evaluation included field studies in 5 different countries with the emphasis on Mozambique and Angola.
2006	:	Russia
		Capacity Builder and Pedagogical Advisor for Institute of International Educational Programs, St. Petersburg State Polytechnic University; Committee for External Relations and Tourism and Committee for Science and Higher Education of the City of Saint-Petersburg, Russia and The National Agency for Enterprise and Construction, Denmark. "Anchoring Export Skills: <ul style="list-style-type: none"> • Teaching and training University Professors in adult pedagogic principles and practices for use in Executive - and University level Marketing Management Training Programmes for businessmen in Saint Petersburg Area, • Assisting in designing Executive Marketing Management Training Programmes within Enhancement of Export Skills, • Teaching at the Executive Marketing Management Training Courses.
2006	:	Denmark

		HRD Advisor and Trainer for the Danida Centre for Competence Development (DCCD), Ministry of Foreign Affairs of Denmark: Preparing and instructing course on TOR for Officials and Experts.
2006	:	Denmark / RSA
		Trainer for the Eastern Cape HR and Education Management Programme; Eastern Cape Department of Education; RSA and Sida: <ul style="list-style-type: none"> • Designing and organising a workshop on the application of Change Management theories and practices within pedagogical reform activities in RSA, • Pedagogical reform and the demands on infrastructure (Form Follows Function)
2005 – 2006	:	Vietnam
		Project Director on Capacity Building for SME Development, AsDB (TA 4418-VIE): <ul style="list-style-type: none"> • In depth analysis of the Vietnamese SME sector • Reviewing inputs for the implementation of the long-term SME development action program • Assist with drafting necessary legal documents for streamlining the current business licenses • Draft a strategy for the technology/information dissemination plan • Assist with establishing a SME Information System • Assist with implementing the plan for expanding the National Business Information Network • Review of current licenses and formulation system of an assessment system for new licenses and drafting a plan for business licensing reform • Draft a long-term development plan for improving the collateral/access to finance for SMEs • Draft a detailed plan for the implementation of the land registries and other immovable asset registries • Draft a comprehensive land valuation system • Draft a comprehensive SME accounting system
2005	-	Ghana
		International HRD&M and Management Specialist, Institutional, Organisational and Financial Assessment and Restructuring of the Community Water and Sanitation Agency (CWSA), Ministry of Works and Housing and Danida: <ul style="list-style-type: none"> • Organisational analysis and assessment – using ROACH • Change management strategies and processes • Review of organisational design and structure • Review of organisational processes and channels of communication (formal and informal) • Review of organisational structures, jobs and roles • Review of scheme of service • Staff recruitment, grading, promotion, transfer and termination practice including employment policy on gender-affirmative action • Performance dimensions for leadership/staff • Structural/relational constraints in performing cross cutting tasks. • Capacity building strategy (includes coaching, feedback, training and development)
2005	-	Denmark

		HRD Advisor and Trainer, Danida Fellowship Centre (DFC): Fellowship Course in Supervision and Rehabilitation of Roads, Managers from TANROADS, Tanzania: <ul style="list-style-type: none"> • Project Design • LFA • Training of trainers • Presentation Technique
2005	-	Denmark
		HRD Advisor and Trainer, Danida Fellowship Centre (DFC): Fellowship Course in Organisational Change Management for about 20 selected experienced senior managers from selected Danida Programme Countries: <ul style="list-style-type: none"> • Change Management Theories and Practices, • Socio-psychological aspects within organisational change • Coaching techniques and practices.
2005	-	Bangladesh
		Project Director and QA Manager, Teaching Quality Improvement (TQI) in Secondary Education Project, Ministry of Education, ADB: <ul style="list-style-type: none"> • Review and assessment of Programme objectives, outputs and overall performance in view of existing programme assumptions, • Review of operational systems and monitoring, • Review of the QA system,, • Review and assessment of the introduced participatory and modern teaching methodologies at Teacher Training Collages, • Review and assessment of teacher classroom practices at Secondary Schools
2005	-	Tanzania
		Economist and Capacity Building Specialist, Presidents Office – Regional Administration and Local Government (PORALG), Danida: Technical Review of Danida Support to Sustainable Cities Programme (SCP): <ul style="list-style-type: none"> • Extraction of Lessons Learned from Support to Sustainable Cities Programme • Recommendations regarding phase-out of existing project based support in favour of a programme approach, • Review of the Morogoro Project, • Assessment of progress in Tanga.
2005	-	Denmark
		HRD Advisor and Trainer, The EU Social Fund, International Business Solutions (IBS), Farum, Denmark The Knowledge Worker: <ul style="list-style-type: none"> • Knowledge Management and Sharing, • Teaching project management modules
2001 - 2005	-	Bangladesh

		<p>Project Director and QA Manager, Programme to Motivate, Train and Employ Female Teachers in Rural Secondary Schools (PROMOTE), Ministry of Education and the EC, Bangladesh:</p> <ul style="list-style-type: none"> • Review and assessment of Programme objectives, outputs and overall performance in view of existing programme assumptions, • Review of operational systems and monitoring, • Review of the QA system, • Review of the building programme for Hostels for female teachers, • Review and assessment of the introduced participatory and modern teaching methodologies at Teacher Training Collages, • Review and assessment of teacher classroom practices at Secondary Schools
2004	-	Denmark
		<p>HRD Advisor and Trainer, The EU Social Fund, Copenhagen Business School and Ability House A/S,: Teaching courses in:</p> <ul style="list-style-type: none"> • Organising Global Markets and Trade • Strategic Marketing Management in a dynamic marketplace, • Market Entry Strategies.
2004	-	Denmark
		<p>HRD Advisor and Trainer, Danida Fellowship Centre (DFC): Fellowship Course in Organisational Change Management for about 20 selected experienced senior managers from selected Danida Programme Countries:</p> <ul style="list-style-type: none"> • Change Management Theories and Practices, • Case stories and best change management practices seen with a cultural dimension.
2004 - 2005	-	Tanzania
		<p>Project Director and QA Manager, Business Sector Programme Support II, Improved Access to Markets, Danida and Ministry of Trade and Industry:</p> <ul style="list-style-type: none"> • Design and implementation of the QA System, • Review of Programme Reports and Documentation, • Review and monitoring of progress, • Contract Performance.
2004 - 2005	-	Russia and Denmark
		<p>Project Director, HRD Advisor and Trainer, Manager's Training Programme NIS (MTP), EU: Management Education and Training of Russian and Ukrainian Managers:</p> <ul style="list-style-type: none"> • General Management Training, • Change Management, • Performance Management, • Balanced Scorecard and EFQM Model.
2002 – 2005	-	Lesotho

		<p>Project Director and QA Manager, Lesotho Environmental Education Support Project (LEESP), National Curriculum Development Centre (NCDC), the Ministry of Education and Manpower Development and Danida,</p> <ul style="list-style-type: none"> • Review and assessment of objectives, outputs and performance, • Review of operational systems and monitoring, • Review of the local relevance of the environmental messages, • Review of dissemination strategies and implementation measures, • Review and assessment of teaching methodologies, • Initial design of project extension – continued dissemination to rural schools and capacity building at the Teacher Training Collage.
2003 – 2004	-	Denmark
		<p>HRD Advisor and Trainer, The EU Social Fund and Senior Erhverv, Sjælland,: New, innovative approaches for better access to the labour market for senior citizens:</p> <ul style="list-style-type: none"> • Design of strategies and courses for senior citizens as innovative project managers for private and public sector interventions • Teaching management modules
2002	-	Denmark
		<p>HRD Advisor and Trainer, Danida Fellowship Centre (DFC): Fellowship Courses in Management Skills in Denmark for about 20 selected experienced junior and senior managers from Zambia (Health), Uganda (Law) and Vietnam (Agriculture):</p> <ul style="list-style-type: none"> • Management Theories and Practice • Organisation, project design, implementation, personnel management, financial administration, monitoring, QA, institutional and organisational development, change management, evaluation etc.
2002	-	Vietnam
		<p>Institutional Development Specialist, Ministry of Agriculture and Rural Development (MARD) and Danida: Technical Review of the SEED Component under the ASPs:</p> <ul style="list-style-type: none"> • Review and assessment of Component Management • Use of Technical Assistance • Review and redesign of Investment Support Modalities for Seed Processing Units – Investment preparation, Appraisal functions and a Credit Guarantee Scheme
2002 - 2004	-	Turkey
		<p>Project Director, Ministry of National Education, the EU; Support to Basic Education (Contract EURO 22, 7 Mill.): Capacity Building at National and Provincial levels in support of:</p> <ul style="list-style-type: none"> • New National Strategies and Policies for Basic Education, • New National Standards and Curricula, • Quality improvements in in-service and pre-service Teacher Training, • New Quality Assurance System for Education, • Development of an Infrastructure Building Programme, • Improved Management Systems.
2002	-	Vietnam

		<p>Team Leader, Institutional Development Specialist, Ministry of Agriculture and Rural Development (MARD), and Danida: Design of a Variety Research and Breeding Fund (VRBF) under the ASPS, institutional innovation to support the private sector and PPB and PVS:</p> <ul style="list-style-type: none"> • Review and assessment of the National Breeding Programme • Develop objectives, strategies and structures for the VRBF • Develop an Operations Management Manual (OMM) for Fund Management • Train staff in the operational procedures of the Fund
2002	-	Ghana
		<p>Institutional Development Specialist, Ministry of Roads and Transport, Department of Feeder Roads, and Danida: TA to the National Feeder Roads Rehabilitation and Maintenance Component, De-centralisation Pilot Project – Preparatory Phase:</p> <ul style="list-style-type: none"> • Roles and responsibilities of the District Works Departments • Preparation of a Human Resource Development Plan • Recommendations for the Capacity Building Phase • Drafting of Sector Component for the Implementation phase.
2002	-	Ghana
		<p>Team Leader, Institutional Development Specialist, Ministry of Roads and Transport, Department of Urban Roads and Danida:</p> <ul style="list-style-type: none"> • Feasibility Study / Component Description of Improvements in Access to Public Transport from Low Income Areas in Sekondi-Takoradi Urban Areas: • Identification of interventions – Physical as well as Institutional Support and Training • De-centralisation and training of Assembly / District Urban Roads and Work-departments • Feasibility and prioritisation of potential interventions • Design and drafting of a full scale Sector Component
2001	-	Zambia
		<p>Institutional Development Specialist, Ministry of Science, Technology and Vocational Training and Danida: Technical Review Mission of the Sector Programme Support to Technical Education, Vocational and Entrepreneurship Training:</p> <ul style="list-style-type: none"> • Assessed managerial and administrative capacity of recipient institutions and organisations • Assessed programme set-up and organisation • Assessed current approach to SPS administration • Discussed opportunities and obstacles for programme implementation, • Prepared recommendations for the Annual Sector Review
2001	-	Vietnam
		<p>Team Leader, Trainer and Institutional Development Specialist, Ministry of Agriculture and Rural Development (MARD) and Danida:</p> <ul style="list-style-type: none"> • Training counterpart staff in LFA and Structural Review of the SPS for Agriculture: • Training 30 counterparts in LFA – design and analysis • Management and Structural LFA Review of all ASPS Components within Seed, Small Livestock, Post-Harvest Handling, Integrated Pest Management and Credit.
2000	-	Latvia

		HRD and Organisational Development Expert, Ministry of Environmental Protection and Regional Development, Nature Protection Department, Latvia and DANCEE; Species and Habitats Project: <ul style="list-style-type: none"> • Training and demonstration of project methodologies • Training in and assistance with environmental project identification, formulation and development • Project finance and procedures at donor organisations.
2000 - 2001	-	Uganda
		Staff Development and Training Advisor, Ministry of Water, Lands and Environment, Water Resources Management Department and Danida: <ul style="list-style-type: none"> • Carry out training needs assessment for WRMD staff • Develop and implement a structured and effective staff development plan • Design and implement a performance based incentive scheme for staff • Train managers and staff in effective management and administration
1999 - 2001	-	Denmark
		Lecturer, Danida Fellowship Centre (DFC): Fellowship Courses (3 months each) in Denmark for about 20 selected participants from the Danida Programme Countries in Project Management: <ul style="list-style-type: none"> • Project Cycle Management • Logical Framework • Organisation, project design, implementation, personnel management, financial administration, monitoring, QA, institutional and organisational development, change management, evaluation etc.
2000 - 2001	-	Poland, Romania, India and Washington
		Team Leader, Project Manager, IFC / Danida Study: Private Financing of Small Scale Infrastructure (with emphasis on renewable energy and energy efficiency projects): <ul style="list-style-type: none"> • Review of WB and IFC experience with BOT and private financing of small scale infrastructure • A verification of scope of investment in energy projects • An analysis of barriers to environmentally friendly investments • Methods for promotion of projects in three test municipalities • A roundtable with IFC and WB
1998 - 2000	-	Thailand
		Institution and Human Resource Development Specialist, DANCED, Bangkok Metropolitan Administration: <ul style="list-style-type: none"> • Institutional and organisational development and capacity building • Environmental management and planning • TNA, human resource development and training • Communication, publicity and education of the general public.
1998 - 1999	-	Belgium, Germany, Holland, Sweden, Denmark
		Institutional and Evaluation Specialist, EU/DG VII, Mid-Term Evaluation of Financial Interventions in Trans European Transport Network: <ul style="list-style-type: none"> • Assessment of internal and external procedures, operations and management systems • Assessment of the demand for TEN projects from Member States • Review of TEN projects with regard to efficiency and effectiveness in the use of allocated resources.

1998	-	Denmark
		HRD Specialist, Danida/ADB, The Transport and Communications Implementation Projects, Senior Management Training Course: <ul style="list-style-type: none"> • Training Needs Assessment and Skills Gaps Analysis, • Institutional Development, HRD Plans • Curriculum Development within Commercialisation of infrastructure, Infrastructure programme development, Project management, Project identification, preparation assessment and evaluation.
1998 – 2001	-	Thailand, Malaysia
		Chief Consultant, DANCED, Danish Focal Point for the Partnership Facility aiming at Business Cooperation: Daily management of the Danish Focal Point: <ul style="list-style-type: none"> • Review of the Danish resource base for cleaner production technologies suitable for export to the target countries • Partner identification and match-making • Programme promotion • Financial management of the Fund for Preparatory Assistance to Partner Companies
1998	-	Denmark
		HRD Manager, Danish Agency for Trade and Industry (Erhvervsfremmestyrelsen og Håndværksrådet), Export Promotion Programme for Small and Medium Scale Enterprises: <ul style="list-style-type: none"> • Developed training course for SME 's in International Project Development and Management • Lecturing and Co-ordination.
1998 - 1999	-	Ghana, Uganda, Kenya, Denmark
		Senior Economist and QA Manager, Danida, World Bank and AfDB: Installation of Unit for facilitation of Private Participation in Infrastructure (PPI) in AfDB: The involvement included: <ul style="list-style-type: none"> • Design of a strategy for Private Participation in Infrastructure in Africa incl. Management Models for appropriate facilitation of PPI • Country and Case Studies
1997	-	SADC
		HRD Specialist, Danida / EU, The Transport and Communications Integration Study for Southern Africa, Senior Management Training Course: <ul style="list-style-type: none"> • Training Needs Assessment and Skills Gaps Analysis • Curriculum Development within Commercialisation of infrastructure, Infrastructure programme development, Project management, Project identification, preparation assessment and evaluation.
1997	-	Zimbabwe
		Institutional and Financial Specialist, Danida: Appraisal of the Agriculture Sector Programme Support (ASPS): <ul style="list-style-type: none"> • The overall sector support framework document • Household Agricultural Support Programme, • Agricultural Education below University Level • Forestry Extension Services • Agricultural Policy and Marketing Information System • Smallholder Irrigation • Rural Finance
1997	-	Russia

Company

Project references

		Institutional and Human Resource Development Specialist, Transport Aspects of Kaliningrad FEZ, EU-Tacis. Training seminars in Kaliningrad and in Denmark for senior staff from various transport institutions/sectors in Kaliningrad - subjects involved at seminars: <ul style="list-style-type: none"> • Institutional development for transport infrastructure • Commercialisation, BOT and privatisation; • Securing international finance for investments; • Organisational strengthening and management of public and private transport companies and operators; • International promotion and marketing of transport project opportunities.
1996 - 2000	-	Ghana, Zimbabwe, Egypt, Uganda, India, Vietnam
		Project Manager and Economist, Consultant Services for Implementation of the Private Sector Development Programme, Danida. Duties in Denmark and the 6 target countries: <ul style="list-style-type: none"> • International business development, • Transfer of know how and technology through Business-to-Business Partnerships • Development and strengthening of local SMEs, • Support to enabling environment components.
1997 - 1999	-	Belgium, Denmark
		Project and Financial Manager, Cohesion Consulting Group (CCG), a Consortium of 8 European Consulting Companies, EC Cohesion Fund DG XVI-E under a "Framework Contract": <ul style="list-style-type: none"> • Technical Assistance in the Field of Transport Infrastructure • Economic and Technical analysis of projects for the Commission • Identification and evaluation of investment scenarios for infrastructure projects - private (BOT) and public participation.
1996 - 1997	-	Latvia, Slovenia, Slovakia, England
		Institutional Appraisal Specialist, EU (Phare) and PTRC (Planning and Transport Research and Computation, London): <ul style="list-style-type: none"> • Management and technical training Phase I • Management training and Workshops in selected Phare countries for dedicated Ministry of Transport Officials.
1996	-	South Africa
		Economist/Institutional Expert, Danida: Drafting inputs for the Programme Management Manual for the Business-to-Business Programme under the Danish transitional assistance to South Africa, Guide to Applications: <ul style="list-style-type: none"> • Loan facilities, • EIA for projects, • Training / transfer of technology
1995 - 1998	-	Bangladesh

Company

Project references

		<p>Economist, Ministry of Foreign Affairs, Holland, Danida and The Government of Bangladesh, The Meghna Estuary Study (MES) Project:</p> <ul style="list-style-type: none"> • Assess and update the FAP / FPCO Guidelines for Project Assessment and prepare MES Guidelines for comprehensive water management at micro and macro level using Multi-Criteria Analysis (MCA), thus including provisions for environmental externalities and an EIA. • Perform MCA of different sub-projects at pre-feasibility and feasibility level for various interventions at Master Plan and Development Plan levels. • Train counterpart staff in a comprehensive MCA approach for water management - in regional as well as in inter-regional cumulative effects.
1995 – 1997	-	Israel, Palestine
		<p>Industrial Economist, EU (DG I), EC Scandinavian – Israel / Palestine Industrial Cooperation:</p> <ul style="list-style-type: none"> • Industrial promotion within research and development, joint ventures in production, licensing and know-how, sub-contracting in components and sub-assemblies, marketing projects and joint marketing in third countries.
1995	-	South Africa
		<p>Economist/Institutional Expert, Danida.</p> <ul style="list-style-type: none"> • Drafting of the Project Document for a Business-to-Business Programme under the Danish transitional assistance to South Africa.
1995	-	Russia
		<p>Institutional and Financial Specialist, The Danish Ministry of the Environment and Lencomecology, St. Petersburg, Russia: Feasibility Study for setting up a "Management System for Waste Oil Products in St. Petersburg City and the Leningrad Region (a USD 17 mill. investment):</p> <ul style="list-style-type: none"> • Assessment of investment requirements under a BOT arrangement, • Assessment of the best institutional and organisational set-ups, • Corporatisation and capitalisation of a joint venture company, • Financial assessment and evaluation, • Preparation of the Business Plan.
1994	-	China
		<p>Economist / Capacity Builder, World Bank sponsored Seminar on Post-Evaluation for the BTT - Expressway Project:</p> <ul style="list-style-type: none"> • Training needs assessment • Training in alternative post-evaluation strategies for highway and other infrastructure projects.
1994	-	Germany, Poland, Italy, Slovenia,
		<p>Economist, EU (PHARE), Border Crossing Support Programme, Central European Countries:</p> <ul style="list-style-type: none"> • Transport planning and economic appraisal support for the border crossing bottleneck elimination programmes 1995-97.
1994	-	Norway, Sweden, Finland and Denmark

Company

Project references

		Institutional and Financial Specialist, The NORSAD Agency: Evaluation of the NORSAD Agency and Fund, Zambia, part of the Nordic / SADC Initiative. Duties performed in the Nordic countries: <ul style="list-style-type: none"> • Review and assessment of the institutional set-up, financial facilities and industrial promotion • Present and the future needs of the Nordic business community • Assessment of the future role for the Fund and Agency
1994	-	Finland
		Management Specialist, FINNIDA and Plancenter Ltd., Finland: A study regarding information needs and procurement opportunities for Finnish Businesses on EU projects in third countries. Contribution provided regarding the Danish methods and experiences.
1994	-	India
		Economist, Infrastructure Leasing and Financial Services, Ltd. Bombay, The Danish Industrialisation Fund for Developing Countries and Kampsax, A mission to prepare incorporation of an Indian Danish Joint Venture Company to provide Design Engineering and Consultancy Company. The duties comprised: <ul style="list-style-type: none"> • Preparation of the feasibility study / business plan for the Joint Venture, • Drafting of the Joint Venture Contract
1994	-	Zimbabwe
		Economist, Danida: A mission to review The Danish Balance of Payment Support Programme to Zimbabwe - the open as well as the tied components: <ul style="list-style-type: none"> • Review of the macro-economic situation, • Review and assessment of the Danish commodity support programme (M+E procedures and set-up, counterpart funds etc.) in view of the liberal market reforms introduced, and • Recommendations on future Danish policy based Programme Support.
1994	-	India
		Financial Specialist, the EU and Government of India: A Mission for the Evaluation of the EU Project ALA/83/26/IV "Extension Services Related to Fertiliser Use". <ul style="list-style-type: none"> • Evaluation of the project's M+E System, • Assess the financial and management system used within the project and the budget/channelling of funds procedures, • Establish final financial status, assess cost overruns and delays in connection with implementation of the project.
1993	-	Bangladesh
		Quality Manager, Danida/IFAD: Management visit to the Smallholder Livestock Development Project: <ul style="list-style-type: none"> • Preparation of the project Work Plan and Quality Assurance Plan incl. a M & E set-up for the project • Review of the institutional set-up incl. the financial system and the field operations of the participating/implementing NGO's • Review of the project's credit component, design of credit delivery system and benefit monitoring and management system of the implementing NGO.
1993	-	India

Company

Project references

		<p>Financial Analyst/ BOT Expert, Infrastructure Leasing and Financial Services Ltd., Bombay: Feasibility Study of the New Delhi - Noida Bridge Project (BOT):</p> <ul style="list-style-type: none"> • Review of the institutional framework for commercialisation of infrastructure services • Preparation of the Business Plan (approx. USD 65 Mill. investment) • Assessment of the project's institutional and financial viability as a BOT arrangement • Training of Counterparts
1993	-	Guyana
		<p>Economist/Institutional Expert, Team Leader, The EC and The Government of Guyana: An appraisal mission to the Demerara Harbour Bridge Rehabilitation Project:</p> <ul style="list-style-type: none"> • Economic and financial appraisal of rehabilitation options • Detail management for project implementation, operations, tender and construction procedures and long term institutional sustainability, incl. assessment of training needs • Recommendations for institutional reform aiming at a public/private partnership for long term bridge maintenance and operation, incl. BOT options.
1993	-	Uganda
		<p>Economist, Danida. A mission to review The Danish Balance of Payment Support Programme to Uganda - from Commodity Imports to Programme Assistance under a Liberalised Economic Reform Programme:</p> <ul style="list-style-type: none"> • Review of the macro-economic situation, particularly the fields of balance of payment and foreign debt • Review and assessment of the Danish commodity support programme (M+E organisation, cost control, counterpart funds etc.) in view of the liberal market reforms introduced • Review and assessment of the Danish credit lines to the East African Development Bank • Recommendations on future Danish policy based Programme Support.
1992 - 1998	-	France, England, Germany, Belgium, Holland
		<p>Project and QA Manager for FrameWork Consult, a Consortium of 8 European Consultant Companies, providing project related services to the EC (DG 1) under a "Framework Contract" arrangement:</p> <ul style="list-style-type: none"> • Co-ordinating, supervising, • QA and • Accounting for more than 120 missions to Asia in the rural development and the environmental sectors.
1992	-	China
		<p>Economist, Beijing City Communications Bureau, Danish Road Directorate, The Danish Industrialisation Fund for Developing Countries and Kampsax, Beijing: A mission to prepare a feasibility study for setting up a joint venture for consultancy services primarily within the infrastructural sectors (incl. BOT arrangements), training and institutional development:</p> <ul style="list-style-type: none"> • Preparation of a feasibility study and business plan for the Joint Venture, • Drafting of the Joint Venture Contract.
1992	-	Zimbabwe

Company

Project references

		<p>Institutional Expert, Danida and Ministry of Agriculture: A mission to review policies on agricultural education in conjunction with a World Bank Structural Adjustment Loan and an Agricultural Services Project.</p> <ul style="list-style-type: none"> • Review actual educational policies within agriculture, • Analyse the institutional set-up within agricultural training, • Review of the operational cost structures and the financial system of the institutions and analyse possibilities for institutional reform aiming at financial self sustainability, • Assess the scope for greater commercialisation/privatisation of agricultural education.
1992	-	Pakistan
		<p>Economist/Training Advisor, World Bank and Ministry of Communications, The Highway Maintenance Improvement Project, National Highways Authority (NHA):</p> <ul style="list-style-type: none"> • Training Advisor to the NHA on strengthening of institutional capabilities using financial and economic evaluation models incl. HDM III for road construction, maintenance planning and pavement management. • Training needs assessment, and • Training of NHA staff in the use of economic and financial evaluation models.
1991 - 1992	-	Philippines
		<p>Financial Specialist, AsDB and NEDA: The Western Visayas Development Master Plan Study (15 year plan horizon); A programming exercise with assignments in:</p> <ul style="list-style-type: none"> • Assessment of constraints for realisation of Western Visayas' full economic potential, particularly the economic and institutional infrastructure - incl. industrial policies, incentive systems, investment environment, banking incl. development banking and informal credit institutions and facilities, • Estimation of investments required to deal with these constraints, • Assessment of the private sector and its preparedness and capability to undertake implementation of a master plan strategy, • Identification of the economic and institutional policies necessary at various levels of Government to implement the master plan, • A full scale feasibility study / business plan of the RAIC Industrial Estate (Approx. USD 10 Mill. investment) - incl. corporatisation and capitalisation of the estate company, incentive aspects, international and national industrial site demand and market survey, socio-economic aspects and estate marketing strategy and promotion.
1991	-	India
		<p>Economist, Infrastructure Leasing and Financial Services, Ltd. Bombay, The Danish Industrialisation Fund for Developing Countries and Kampsax: A mission to investigate the possibilities for setting up a joint venture on infrastructure projects with private sector financing (incl. BOT arrangements etc.):</p> <ul style="list-style-type: none"> • Project identification/screening incl. options for financing, and • A pre-feasibility input for the potential Joint Venture.
1991	-	Pakistan

Company

Project references

		<p>Economist/Institutional Analyst, World Bank and Ministry of Communications, National Highways Authority (NHA): Institutional and Policy formulation adviser to the NHA on BOT/Privatisation Policies with the following duties:</p> <ul style="list-style-type: none"> • Review of the international BOT project experience extracting relevant "lessons learned" for the Pakistani environment. • Review of the existing privatisation policy framework making recommendations for alternative policies and institutional measures. • Advice on existing BOT-project proposals (incl. contract-, risk-, and financial structures), and • Devised strategies for promotion of BOT-projects with local and international investors.
1990	-	Uganda
		<p>Economist/Institutional Specialist, Team Leader, Danida: The Danida Cement Import Support Scheme in favour of the Hima Cement Factory Rehabilitation Project, supported by the AfDB, the EC and Danida:</p> <ul style="list-style-type: none"> • Institutional assessment and project implementation planning with a view to negotiating and structuring agreements regarding: • New Government procedures allowing project proceeds to be banked with a consortium of local private banks on commercial terms, • Proposal on funds management by the bank consortium, • Cement pricing, market assessment and sales strategy, • Devised system for recipient and donor M&E of physical and financial project operations, and • Logistic arrangements with local implementing agencies
1990	-	Bangladesh
		<p>Economist, Team Leader, Danida: An Evaluation Mission on Commodity Assistance to the Road Sector (The Danish Road Roller Programme, 1976-1990):</p> <ul style="list-style-type: none"> • Review and assessment of project impact on macro-, sector- and programme levels. • Recommendations regarding the future commodity assistance to the road sector incl. donor M&E, financial management, organisational arrangements etc.
1990	-	Pakistan
		<p>Economist, World Bank and Ministry of Communication: Economist for the World Bank on a policy formulation mission to Review:</p> <ul style="list-style-type: none"> • The Regime on Road User Charges, • Formulating a comprehensive new framework for increasing domestic revenue in expectation of a World Bank Transport Sector Adjustment Loan.
1989	-	Pakistan

Company

Project references

		<p>Economist, Ministry of Communication, National Highways Board: Economist to the special Maintenance Backlog Reduction Programme (MBRP) under The Highway Maintenance Improvement Project, in preparation of a World Bank Transport Sector Adjustment Loan. Feasibility and project formulation mission; duties within:</p> <ul style="list-style-type: none"> • Preparation of an economic and strategic overview of the existing national highways to be used for intervention evaluation and forward maintenance planning using HDM III applications. • Assessing the national economic priorities of the Maintenance Intervention System for use under the MBRP. • Institutional set-up and economic assessment of the maintenance programme. • Project formulation, particularly economic and institutional inputs incl. tender procedures and design of framework for T.A. implementation.
1988 - 1989	-	Denmark
		<p>Lecturer, Danida's Training Centre for Advisers: Lecturer at pre-departure and pre-recruitment courses for Technical Assistance personnel, teaching:</p> <ul style="list-style-type: none"> • Project Planning, • Design and formulation, • Administration, • Management and Evaluation using logical framework and MBO techniques. • Lecturer for multilateral experts teaching: International Aid Administration.
1988	-	Kenya
		<p>Economist, Danida: Evaluation of a multi-functional social sector program looking after primarily the economic, institutional, financial management and project infrastructure aspects.</p>
1987	-	Sierra Leone
		<p>Institutional Consultant / Training Adviser, Team Leader, UNIDO:</p> <ul style="list-style-type: none"> • Consultant on assessment and development of management information systems (MIS) and economic structures and strategies as well as marketing and transport aspects for small-scale rural industries and rural agro-industrial estates.
1987	-	Sierra Leone
		<p>Project Manager (CTA a.i.) for a UNDP/UNIDO Industrial Promotion and Training Project within the Ministry of Trade and Industry, Sierra Leone: The Growth Centre Programme. The project focused on:</p> <ul style="list-style-type: none"> • Management and technical training, Promotion of rural entrepreneurs, of which many were women, for small-scale agro-industries/estates at village level.
1986 - 1987	-	Sierra Leone
		<p>Senior Industrial Development Field Adviser (SIDFA a.i.), UNIDO:</p> <ul style="list-style-type: none"> • Overall responsibility for management and development of UNIDO's programme in Sierra Leone. Undertook all preparations and negotiations regarding the industrial sector for UNDP's 4th Country Programme. Special efforts were put into a successful promotion of the National Industrial Development and Finance Organisation.
1986 - 1987	-	Sierra Leone

Company

Project references

		<p>Project Manager (CTA a.i.) for a UNDP/UNIDO Institution Building Project within the Ministry of Trade and Industry, Sierra Leone: Industrial Development, Promotion and Planning:</p> <ul style="list-style-type: none"> The project aimed at strengthening the Industrial Development Department to increase its capabilities within national as well as sector based industrial policy planning and formulation, policy implementation and M & E, project preparation and finance, feasibility, business plans and appraisals.
1986	-	Ghana
		<p>Economist/SSI Expert, UNIDO:</p> <ul style="list-style-type: none"> Agro- and small-scale industrial project identification and preparation mission in conjunction with INDUTECH 86, Accra. Assessment of the institutional framework and physical infrastructure for development of SSIs in Ghana.