

## Bente Topsøe-Jensen

Civil society, development planning and evaluation expert



Bente Consulting ApS

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### GENERAL EXPERIENCE

Bente has worked with international development for 30+ years. She holds a Master Degree (*Magisterkonferens*) in Social Anthropology from Copenhagen University and diplomas in management and leadership.

Bente has worked with **monitoring, evaluation and learning** throughout her career – in development programs, as NGO manager and as a consultant. She has a solid command of participatory evaluation techniques and tools and a thorough knowledge of different **donor evaluation guidelines**, including Sida, Danida, NORAD, Finnida, DFID and EU.

Bente has extensive experience with **civil society, human rights/HRBA, gender and youth programs**, gained e.g. through baseline study for UNICEF/Danida in Myanmar to design Social Protection Development Plan for Chin State (2014), several assignments for Danish Association of the Blind (2013, 2014, 2016), appraisal of BØRNEfonden's West Africa Youth Program (2016); advocacy training of the Malian youth organization ASDAP (2017) with focus on youth, SRHR, GBV and FGM; design of baseline data collection and monitoring system for the Youth Empowerment in West Africa program (2017-18); development of Youth Engagement and Mainstreaming Tools for Danida (2018-19) with focus on transformative youth development; and evaluation of Sida's application of HRBA in development cooperation 2010-2019 (2019-2020) aimed at identifying lessons learned and innovative approaches to HRBA.

Bente has been engaged in **private and financial sector development** through overall responsibility for market support and credit programs for SME and agri-business development (Ibis 1995-2000; PROAGRI/ADIPSA 2000-04), as well as facilitation and review of agri-business innovation incubators (pan-African UNILbrain (2011; 2009), and the youth entrepreneurship initiatives FACEJ in Mali and blueMoonLab in Ethiopia (2018). She has extensive experience with **women and youth financial inclusion in market system development** programs (FSD Zambia, 2019, 2020) including assessment of innovative fintech solutions, engagement of digital financial solutions and mobile money for women's and people with disabilities' economic empowerment and inclusion; and a Gender Peer Review of FSD Africa's programs in eight African countries with focus on extracting lessons learned on innovative and norm breaking ways of working with women's financial inclusion and economic empowerment through e.g. new technology (FSD Africa Network 2020). She is currently undertaking a final evaluation of Sida's support to Agency of Gender Equality in Kosovo 2015-2020 (2020-21) and a review of UNWomen's and UNFPA's Innovation facilities (2020-21).

Bente has extensive experience in **tools development**, e.g. the elaboration of guidelines for EC Commission on engagement of civil society in budget and planning processes (DEVCO B2, 2014), monitoring guidelines for SCC (2012), Danish Association of the Blind (2016) and Danida Youth Engagement Tools (2019).

Bente has worked with **civil society grant mechanisms** in different contexts, including assignments with Civil Society Support Mechanism in Mozambique (2010-12); Citizens Engagement Program in Mozambique (2012; 2013; 2014; 2017); PRODEM- municipal support program in Mozambique (2015; 2016); Global South civil society support program in Kenya, Uganda and Somalia (2017). She has also been a grant application assessment consultant for Globalt Fokus (2014-16) and Danish Ministry of Foreign Affairs' fund for Innovative Women's projects (2009-10). She has published a discussion paper on South Funding Modalities (2013).

Bente has worked with **bilateral development assistance** at executive level (Sida/1985-88, Danida/2000-04), has a solid NGO management background (Ibis/1992-2000, MS/2004-07), and has worked as consultant since 2007. She has extensive experience with organizational capacity building and assessment; **program formulation, planning and design of baseline studies, monitoring and evaluation systems**, as well as hands-on experience from civil society partnership programs and sector development in agriculture, community based natural resource management and rural development, environment and health combined with thorough knowledge on gender, youth, PWD, social inclusion and **human rights based approach (HRBA)**.

As a consultant, she has worked for a number of NGOs / CSO programs undertaking **reviews, evaluations and capacity building**: Civil Society Support Mechanism Mozambique (2011-12), CARE Denmark (2012), Swedish Cooperative Centre / WeEffect (2012), LO-FTF (2013), Citizens' Engagement Program Mozambique (2014), Danish Association of the Blind (2013; 2014; 2016),

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CISU (2013; 2016; 2018), BØRNEfonden (2017; 2018), and Globalt Fokus (2014-16).

Bente has a keen focus on **learning and participatory processes** and is a skilled facilitator. She is acknowledged as a competent, open-minded and systematic team leader. She has been **team leader on a number of major civil society and citizens' engagement evaluation studies** commissioned by different donor agencies: Citizens' Voice and Accountability/DFID-DAC Evaluation Group (2008), Support to Civil Society Engagement in Policy Dialogue/Danida-ADA-Sida (2012); Mozambique CSO mapping study/EU (2015); end-review of Global South civil society support program in East Africa (2017); and evaluation of CIVICUS – Global alliance for citizen's participation Sida (2017-18).

In late 2010, Bente established her own consultancy company with focus on **civil society, rights and governance**. The company has successfully won several Danida tenders, i.a. technical reviews and organizational assessments (KVINFO/2011, IMS/2011-12, LO-FTF/2014, 3F/2016), as well as the formulation of the Danish Governance and Human Rights Program in Tanzania (2015-16), development of Youth Mainstreaming Tools (2018-19) and the coming formulation of the Danish Tanzania Country Program 2021-2024 (*tbc*). Bente undertook the Danida NGO capacity assessments for framework qualifications (2012-13) and participated in the RAM-assessment of frame organizations (2014), and has carried out CISU reviews cum capacity assessments of Dansk Folkehjælp (2018) and SOS Børnebyerne (2019).

Bente has a main focus on Lusophone African countries, combined with extensive experience from Southern, East and West Africa, the Middle East and South East Asia. She is fluent in English and Portuguese and works in French and Nordic languages.

### EMPLOYMENT RECORD

**Director and Owner, Bente Consulting ApS, Denmark, November 2010 – present.**

Senior civil society and development planning consultant. Responsible for overall management and marketing.

Planning, appraisal, reviews and evaluations of development activities and programs in international development assistance. Key focus on civil society, governance, gender, youth and HRBA.

**Civil Society Expert, Danish Ministry of Foreign Affairs, December 2012 – February 2013.**

Short-term employment as civil society expert in the Technical Advisory Team.

Responsible for specific tasks related to capacity assessment of Danish NGOs candidates for framework agreements; roll-out of HRBA; member of Reference Group for Civil Society Strategy evaluation.

**Senior Consultant, COWI A/S, Denmark; February 2007 – December 2010.**

Senior member of Evaluation Group; responsible for civil society & NSA development; organizational development and change management; management of Sida framework contract for civil society; facilitator to internal Women in Leadership program; focal point for Mozambique and other Lusophone African countries.

**International Director (and Acting Secretary General), Mellempfolkeligt Samvirke (ActionAid Denmark), Denmark; July 2004 – January 2007.**

Overall responsibility for the MS in the South program and other development programs in the Balkans, Afghanistan and the Middle East. Key areas of intervention: civil society development and organizational development; governance and democracy; advocacy, youth and gender. Management and responsibility for fund raising and frame applications to Danida.

**Chief Program Adviser, Ministry of Agriculture (Danida) in Mozambique, August 2000 – June 2004.**

Responsible for the overall management of 3 components: support to the national agricultural program PROAGRI, rehabilitation of rural roads through the national road authorities (ANE) and support to private sector agricultural development (ADIPSA I). Donor coordination committee and stakeholder contact (financial institutions, interest organizations, NGOs, private sector), implementation of financing modalities (basket funding, sector support). Adviser to MA on

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decentralization 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.

### **Country Representative, Ibis (Danish NGO), Mozambique, June 1995 – May 2000.**

Responsibility for management of Ibis Field Office and implementation of Ibis Mozambique country program. Donor contact (EU, Danida, USAID), reporting and elaboration of yearly Frame Application Reports on Ibis Mozambique for Danida. Coordination of strategy processes with focus on district-based development, supporting both local government and CSOs, including administration of district development funds. Program design and implementation of five district-based decentralization programs, with capacity-building of local government and CSOs. Management supervision of SME support and credit program (PAPIR). Legally responsible for representing Ibis in relation to donors and Mozambican government.

### **Project Coordinator – WUS Rural Extension Project, Zambézia, Mozambique; January 1992 – May 1995.**

Responsible for project activities in rural extension advisory service, training and farm input supplies. Overall responsibility of project finances, staff management and biannual reporting and project monitoring.

### **Socio-economic Adviser, COWI Consult, Denmark; January – December 1991.**

Project identification, appraisal, review and evaluations with specific focus on citizen's participation, gender and rural development.

### **Course Coordinator, Danida Training Center, Denmark; January – December 1990.**

Responsible for planning and implementation of pre-departure courses for Danida advisers.

### **Monitoring and Evaluation Advisor, Programa de Desenvolvimento Rural Integrado, Guinea-Bissau, SIDA / Terra Nova; August 1985 – October 1988.**

Responsible for design and implementation of monitoring system, including different program components implemented through village development committees dealing i.a. with health, education and water supply. Provision of data for monitoring of progress, trouble-shooting studies, research and development of strategies and training programs, management activities such as progress reporting, budgeting and staff administration.

### **Social anthropologist / development volunteer, DanChurchAid / IMCC, Guinea-Bissau; January 1982 – March 1983.**

Responsible for research and recommendations for improved practices for traditional birth attendants, and planning, monitoring and evaluation of vaccination campaigns. Later employed as organisational secretary at IMCC-office in Copenhagen from 1983-84.

## **EDUCATION**

University of Copenhagen – M.Sc. (*Magisterkonferens*) Social Anthropology, 1984.

Management for Development Foundation – Diploma in Advanced Management, 1996.

Copenhagen Technical College – Diplomas in Strategic Human Management, 2004 and Operational Leadership, 2005.

INTRAC – Impact Assessment of civil society capacity development, 2010.

## **SELECTED PUBLICATIONS**

- Evaluation of the application and effects of a Human Rights Based Approach to development: Lessons learnt from Swedish development cooperation. What works well, less well and why? Main report [Vol.1](#), and Country case studies on Albania, Cambodia, Colombia and Kenya [Vol.2](#), with Henrik Alffram, Anne Buffardi and Pilar Domingo, Sida Evaluation 2020: 2A+B.

- [Final Evaluation of GESTERRA Capacity Building Programme on Land Management and Administration within DINAT](#), with Elias Ainadine, Alcía da Silva Calane and Clemente

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	<p>José Macia, Sida Decentralized Evaluation, December 2019, 2020:1.</p> <ul style="list-style-type: none"> <li>■ <a href="#">Mid-term Evaluation of Women in Financial Inclusion and Capabilities Project in Zambia</a>, with Bethel Nakaponda, Stephen Tempo, Frida Ericsson. Sida Decentralised Evaluation, 2019:21.</li> <li>■ <a href="#">Youth in Development – from policy to practice</a>. Youth engagement tools, Danida, 2019.</li> <li>■ <a href="#">Evaluation of CIVICUS World Alliance for Citizen Participation</a>, with Ingrid Obery, Khilesh Chaturvedi and Raphaëlle Bisiaux. Sida Decentralised Evaluation, 2018:4.</li> <li>■ <a href="#">Estudo de Mapeamento das Organizações da Sociedade Civil em Moçambique</a>, by Altair Asesores for EU Delegation Maputo with Padil Salimo and Alice Pisco, 2015 (also available <a href="#">in English</a>).</li> <li>■ <a href="#">South funding modalities – pros and cons in relation to capacity development of local CSOs for advocacy</a>, Fagligt Fokus, CISU Discussion Paper, April 2013</li> <li>■ <a href="#">Promoting Civil Society participation in budget and policy processes</a>, Tools and Methods Series, Reference Document no. 18, DEVCO B2, European Commission, May 2014.</li> <li>■ <a href="#">Support to civil society engagement in policy dialogue</a>. Mozambique country report, Joint Evaluation, Danish Ministry of Foreign Affairs, November 2012.</li> <li>■ <a href="#">Evaluation of Citizens' Voice and Accountability</a>. Country Case Study Mozambique, June 2008.</li> </ul>
	<p><b>LANGUAGE</b></p> <ul style="list-style-type: none"> <li>■ Danish: Native tongue</li> <li>■ English: Fluent</li> <li>■ Portuguese: Fluent</li> <li>■ French: Good</li> <li>■ Norwegian/ Swedish: Good</li> </ul>
	<p><b>SELECTED ASSIGNMENTS</b></p> <p><b>Two organizational review assignments of local civil society organizations operating with Norad grants:</b> 1. EcoCiencia / RAISG and COICA in Ecuador and ISA and COIAB in Brazil; and 2) IPAM and Imazon in Brazil. Both reviews will focus on describing, analyzing and assessing the following aspects of the organizations under review: 1) Organizational structure; 2) Governance; 3) Cost efficiency; 4) Financial management; 5) Results management; 6) Civil society strengthening. The contract is held by Swedish development Advisers and Bente Consulting provides the team leader.</p> <p><b>Desk review of earmarked support to UN Women's and UNFPA's Innovation Facilities.</b> The desk reviews of the Danish funding to UN innovation facilities will comprise document review, online interviews, and identification of cases and assessment of performance. Recommendations will guide further support to the facilities. December 2020 - March 2021.</p> <p><b>Evaluation of Agency for Gender Equality in Kosovo from 2015 to 2020.</b> Based on the DAC evaluation the evaluation will address accomplishments against agreed objectives and provide recommendations for AGE to secure sustainable results. Document review, virtual and face-to-face interviews and online surveys will be used for data collection. Context analysis, Most significant changes and triangulation will be analytical tools. The approach is participatory, utilization focused and evidence based. FCG Sweden is the contract holder, Bente Consulting provides the team leader. November 2020 – January 2021.</p> <p><b>Support to project formulation on Women's Digital Financial Inclusion initiative for FSD Mozambique.</b> The task includes support to elaboration of project document, structure and quality assurance. December 2020 - January 2021.</p>
<p><b>Norad</b> <b>Brazil and Ecuador</b> <b>(on corona-standby)</b></p>	
<p><b>Ministry of Foreign Affairs</b> <b>Denmark</b></p>	
<p><b>Embassy of Sweden</b> <b>Kosovo</b></p>	
<p><b>Financial Sector Deepening</b> <b>Mozambique</b></p>	

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<b>Financial Sector Deepening FSD Africa Network</b>	<b>Facilitation of Gender Peer Review of FSDs in 8 African countries.</b> The review includes mapping of innovative experience with gender mainstreaming in all FSDs in Africa (Kenya, Tanzania, Mozambique, Rwanda, Zambia, Uganda, Enhancing Financial Innovation & Access in Nigeria and FSD Africa - regional), compilation of lessons learned based on document review and bilateral discussions, peer group assessments and facilitation of a virtual peer reflection workshop. The review feeds into the formulation of a new FSD Gender Strategy. September – December 2020.
<b>Sida Evaluation Unit Global</b>	<b>Evaluation of the application and effects of a Human Rights Based Approach (HRBA).</b> The Sida commissioned evaluation ran for 17 months with focus on relevance, effectiveness and impact of applying HRBA in Swedish development programs. It had a strong focus on learning and included 4 country case studies. The contract holder was FCG Sweden, and Bente Consulting provided a senior team member responsible for the country case study in Albania. April 2019 – September 2020.
<b>Financial Sector Deepening Zambia</b>	<b>Support to FSD Zambia to formulate proposal for a second phase of the Women and Youth in Financial Inclusion Program based on market system development approach.</b> The program will facilitate market linkages to enhance digital financial inclusion of youth and women through financial literacy and digital financial services. Vehicles for inclusion will be digital financial literacy training, savings groups, introduction of financial education curricula and digital learning platforms, involving mobile network operators, fintech back-end interface to banking system, CSOs and government institutions. People with disabilities are defined as a special target group and partnership will be established with the national disability network. The proposed program presented to the Embassy of Sweden for funding also involved policy influence in the area of financial inclusion, vulnerability and gender equality. October 2019 – February 2020.
<b>Swedish Embassy Mozambique</b>	<b>Final evaluation of GESTERRA capacity building program on land management and administration within DINAT.</b> The evaluation focused on achievements in terms of capacity building and administrative systems for land management in Mozambique as implemented through government structures. The evaluation was evidence based and participatory with a focus on learning and forward-looking recommendations. The contract holder was NIRAS Sweden; Bente Consulting provided the team leader. August – October 2019.
<b>Swedish Embassy Zambia</b>	<b>Mid-term evaluation of Women in Financial Inclusion and Capabilities project implemented by Financial Sector deepening Zambia.</b> The mid-term evaluation assessed progress and lessons learned from implementation of five components by local implementing partners (private sector and INGOs). The contract holder was NIRAS Sweden; Bente Consulting provided the team leader. February – June 2019.
<b>CISU Tanzania and Rwanda</b>	<b>Review cum Appraisal of SOS Children's Village programs</b> in Tanzania and Rwanda with focus on organizational capacity, identification of lessons learned and child rights. February – March 2019.
<b>Royal Danish Embassy Tanzania (on standby)</b>	<b>Second half 2020 / first half 2021 (currently postponed by Danish Embassy).</b> <i>Formulation of Danish Country Program in Tanzania 2020-2024, comprising three Thematic Programs and respective Development Engagements: Governance and Rights, Health for All, and Inclusive Growth and Employment. Contract holder and team leader.</i>
<b>Danida Danish Ministry of Foreign Affairs</b>	<b>Development of tools to mainstream and operationalize a youth-focus and youth-engagement in the Danish Ministry of Foreign Affairs' programs and instruments,</b> including field work in Mali, Ethiopia and Uganda, the organization of an international seminar in Copenhagen and development of a knowledge platform for dissemination and sharing of tools. Contract holder and team leader. August 2018 – January 2019.
<b>BØRNEfonden West Africa</b>	<b>Development of baseline data collection and monitoring system for the Youth Empowerment in West Africa (YEWA) program in Mali, Burkina Faso, Benin and Togo</b> to align with the Strategic Partnership Agreement with Danida. YEWA addresses young people's sexual and reproductive health and socio-economic rights in education, health and employment /



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	entrepreneurship. December 2017 – September 2018.
<b>Rights for All Women Cameroun</b>	<b>Evaluation of partnership program between Rights for all Women (RAW) and Women's Counselling and Information Centre (WCIC) in Cameroun</b> on legal counselling and support, information on women's rights and GBV, and advocacy on gender biased civil code legislation. November 2017 – September 2018.
<b>CISU East Africa</b>	<b>Capacity assessment of Danish People's Aid's</b> head quarter capacity and appraisal of WASH program proposal and six partner organizations in Uganda, Tanzania, Kenya and Somalia. February – April 2018.
<b>Caucasus Research Resource Centers / Carnegie Corporation</b>	<b>Input on evaluation methodology and quality assurance to the evaluation of Caucasus Research Resource Centers (CRRC)</b> in Armenia, Azerbaijan and Georgia. January – March 2018.
<b>Evaluation of CIVICUS South Africa / global</b>	<b>Evaluation of the Swedish support to CIVICUS</b> – global alliance of citizens. Main focus on organizational capacity assessment, potential synergies and achievement of strategic priorities. Team leader. October 2017 – January 2018.
<b>Global South CS Support Program Kenya, Uganda, Somalia</b>	<b>Final review of Global South Civil Society Program</b> aimed at capacity building of CSOs with focus on HRBA principles. The review included field visits in Kenya and Uganda, and on-line interviews with organizations in Somalia. Team leader. June – September 2017.
<b>Citizens' Engagement Program Mozambique</b>	<b>Design of CSO training program on Social Accountability</b> for organizations supported by CEP. Compilation of lessons learned stories for end-of-program publication. July – September 2017.
<b>Iniciativas para Terra Comunitária Mozambique</b>	<b>Mid-term review of the recently established land foundation</b> aimed at securing community rights to land and natural resources. Team leader. May – June 2017.
<b>BØRNEfonden Togo (Mali)</b>	<b>Advocacy training and process support to development of a national advocacy strategy and plan</b> with BØRNEfonden's Malian partner organization ASDAP on FGM and Early Marriages. January – April 2017.
<b>Environmental Sector Program Support II Mozambique</b>	Two parallel assignments: 1) <b>Lessons Learned Study</b> (team leader) on the institutional support to Mozambique Ministry of Environment (NIRAS), and 2) <b>Elaboration of a vision for 2<sup>nd</sup> phase of the Municipal Development Program</b> (COWI). September 2016 – January 2017.
<b>CISU Togo (Mali, Benin and Burkina Faso)</b>	<b>Appraisal of West Africa Youth Program</b> prepared by BØRNEfonden with focus on child and sexual and reproductive health rights for youth. Field work in Togo and organization/facilitation of regional workshop. July 2016.
<b>Norwegian People's Aid Mozambique</b>	Team leader for NIRAS on a <b>mid-term evaluation of NPA's support to organizational development of farmers' organizations</b> with focus on gender and land rights, as well as conservation agriculture. June-July 2016.
<b>Ministry of Foreign Affairs Denmark</b>	Team leader for <b>Thematic Review of 3F trade union programs</b> with focus on effectiveness on international strategy on the Decent Work Agenda (labour rights). April – July 2016.
<b>Danish Association of the Blind</b>	<b>Four assignments with overall focus on the Convention on the Rights of Persons with Disability (CRPD):</b> 1) Evaluation of DAB's Asia-Pacific project in Mongolia and PDR Lao with focus on capacity building, advocacy and scope of the regional program. Evaluation workshop organized with regional participation in Ulaanbaatar. 2) Fact finding mission to Myanmar with focus on socio-economic context analysis, stakeholder analysis and organizational capacity assessment of Myanmar National Association of the Blind. 3) Support to development of LogFrame model and development of Monitoring & Evaluation system. 4) Team Leader of mid-term evaluation of the

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	DAB Asia-Pacific project with partnerships in Myanmar, Mongolia and Laos, including organization of a monitoring learning workshop in Manila. July – December 2013 / February – April 2014 / March - May 2016.
Royal Danish Embassy Tanzania	Team leader on the <b>formulation of Danish Good Governance and Human Rights Program</b> , including seven separate development engagement initiatives with CSOs and democratic institutions. December 2015 – July 2016.
Norad	Team leader for NIRAS on <b>mid-term review of CLUSA implemented conservation agriculture program</b> for small holders in Northern Mozambique with focus on land rights. November – December 2015 .
COWI A/S	<b>Program management consultant</b> for Danida-financed Municipal Development Program in Mozambique. Development of funds disbursement manual. September – October 2015.
Ministry of Foreign Affairs MENA department Denmark	<b>Three assignments:</b> 1) editing of the MENA program document 2015-16 for presentation to the Danida Grant Committee; 2) Capacity assessment of The Day After, Syrian Exile CSO and 3) Baytna Syria – both based in Turkey. November 2014 / May – August 2015.
EU Delegation, Mozambique	Team leader for Altair Asesores Lda. on <b>CSO mapping study for the EUD</b> as part of the road map process. The comprehensive study included field work in all 10 provinces and extensive consultation with CSOs. December 2014 – September 2015.
UNICEF / Danish Embassy Myanmar	Team leader on <b>development of a Local Social Plan for Chin State</b> , including extensive field work in rural Chin State, data analysis, participatory verification workshops and compilation of final plan documents. Focus on child rights, women's rights and land rights. January – November 2014.
COWI Mozambique	Four assignments related to the DFID/Irish Aid-financed <b>Citizens' Engagement Program</b> : 1) QA and editing of technical proposal for COWI; 2) Methodological guidance and QA on mapping of citizens' engagement initiatives; 3) Support to elaboration of Inception Report; and 4) Review of institutional set-up of the implementing consortium. July – October 2014 / May – September 2013 / May – June 2012.
Ministry of Foreign Affairs, Denmark	Team leader on <b>review of LO/FTF trade union program</b> with focus on decent work agenda and labour rights. Field work in Morocco, Egypt, Tanzania and Rwanda. May – July 2014.
Ministry of Foreign Affairs, Denmark	Team member on <b>appraisal of Danish Tanzania Country program</b> with specific responsibility for the areas of Health Sector Support Program, civil society, HRBA and gender. May 2014.
Danish Trade Union Council (LO/FTF)	Team leader on <b>evaluation of LO/FTF Southern Africa program</b> , including Malawi and Mozambique with focus on organizational development, advocacy for labour rights and the informal sector. September – November 2013.
Women's Council of Denmark	<b>Preparation of Partnership Agreement application</b> to Danida for the consortium of Women's Council of Denmark, LOKK and Danner with focus on GBV and women's rights in MENA region. July – August 2013.
DEVCO B2 European Commission	<b>Elaboration of guidelines for EC Commission on engagement of civil society in budget and planning processes.</b> May – July 2013.
Danish Institute of Human Rights	<b>QA and guidance on the elaboration of DIHR's 2013 cooperation agreement</b> with Ministry of Foreign Affairs. April 2013.
Swedish Cooperative Centre Mozambique	<b>Design and implementation of baseline and monitoring plan and staff manuals</b> for the SCC rural development and natural resource program in Niassa Province. Including organizational capacity assessment of partner organizations. September – November 2012.

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<b>CARE Denmark Mozambique</b>	Team Leader on <b>evaluation of two CARE-implemented programs and formulation of outline for a new women-focused civil society and natural resource management program</b> aiming at establishing sustainable solutions and economic empowerment for poor women dependent on natural resources. May – July 2012.
<b>Ministry of Environment Mozambique</b>	<b>Training needs assessment of Ministry of Environment</b> and subordinated institutions on behalf of the NIRAS-implemented and Danida-financed institutional support program. March – May 2012.
<b>Ministry of Foreign Affairs Denmark</b>	Team leader on <b>Mozambique country study of multi-donor evaluation study on support to civil society engagement in policy dialogue</b> commissioned by Danida, SIDA and ADA. June 2011 – August 2012.
<b>Ministry of Foreign Affairs Denmark</b>	Two assignments: 1) Team leader on <b>capacity assessment of KVINFO</b> with focus on their women's rights program in Egypt, Jordan and Morocco, and 2) <b>Desk appraisal</b> of KVINFO's program application. June – October 2011.
<b>Ministry of Foreign Affairs Denmark</b>	Team leader on <b>organizational capacity assessment of International Media Support</b> , including field work and data collection in Egypt, Zimbabwe and Ukraine. December 2011 – February 2012.
<b>Ministry of Foreign Affairs Denmark</b>	<b>Analyze the added value by institutions involved in the Pan-African UNIBRAIN initiative</b> aiming at establishment of agro-business innovation incubators. Based on previous assignment in 2009. April – May 2011.
<b>MASC / CSSM Mozambique</b>	Implementation assistance to DFID/Irish Aid-financed <b>Civil Society Support Mechanism</b> implemented by COWI Mozambique. Special focus on establishment of monitoring system. February 2011 – March 2012 / November 2010.
<b>Royal Danish Embassy Mozambique</b>	Team leader on <b>formulation of the Danish Environmental Sector Support Program</b> . January – March 2010.
<b>Swedish Cooperative Centre Mozambique</b>	<b>Mid-term review of civil society support program in Niassa Province</b> . November 2009 – January 2010.
<b>DFID Evaluation Department</b>	Team leader on <b>evaluation study of Citizens' Voice and Accountability</b> in Mozambique. November 2007 – February 2008.