

Curriculum Vitae of Flemming Gjedde-Nielsen

Profession : Founding Partner and Senior Consultant, Konsulentnetværket
Process consultant, organisation development.

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Year of birth : 1956

Nationality : Danish

Education : M.phil in Economic History/ Specialisation in African History, University of Copenhagen, Denmark, 1984.

Post-graduate studies in Organisation theory, MBA course at Copenhagen Business School, Denmark, 1999, Project Organisation & Project-management and Change Management, MBA courses at Business School South, Denmark, 2000,

Key qualifications:

Mr. Flemming Gjedde-Nielsen has 25 years experience from working with development and humanitarian assistance in diverse situations, this include experiences from working in fragile situations and fragile states. His main geographical experience is from Africa but more recently also the Arab world and Asia. He has particular strong insights in working with southern NGOs, CBOs, networks and alliances and social movements with emphasis on diverse aspects of partnerships. NGO experience includes professional human rights organisations and organisations engaged in diverse areas of civil, political and social rights issues such as; Media Rights, Children's Rights, Housing Rights, Rights of HIV/AIDS infected and affected people, People with Disabilities.

More 25 years experience from **all stages of the project cycle management**, as a; designer of programme/projects, as an implementer and as coach to programme/project leaders, reviewer and evaluator.

Extensive experience in support for **Strategic work and Strategy development**. This includes strategic positioning of organisations and programmes/projects as well as strategy development on a diverse range of issues including advocacy, networking, accountability. The experiences include facilitating participatory processes as well as conventional "expert lead" designed processes.

Experience in and trained in working with **organisation screening/ assessment and Organisation Development**. This includes; organisation assessment and facilitation and mentoring of change processes.

Experience with the use of a **broad spectre of development methods**, apart from the conventional ones it includes process oriented methods such as Appreciative Inquiry and Most Significant Change monitoring.

Methodology and System development, this includes design of manuals and guidelines in support of project/programme design, implementation and monitoring. A particular interest and experience in

design of process oriented planning and monitoring system supporting organisation learning along with more conventional indicator based monitoring primarily aimed at control/audit.

Country Experience:

Africa : Angola, Burkina Faso, Ethiopia, Gambia, Ghana, Kenya, Liberia, Mozambique, Namibia, Republic of Congo, Senegal, Sierra Leon, South Africa, Swaziland, Tanzania, Uganda, Zambia, Zimbabwe.

Middle East : Egypt

Asia : Afghanistan, India, Tajikistan

Languages	Speaking	Reading	Writing
Danish		Mother tongue	
English	Excellent	Excellent	Excellent
German	Good	Good	Fair
French	Fair	Fair	Poor

Professional Experience

2008 – present	Project Advice and Training Centre (Projekt Rådgivningen), coordinating project screening consultant.
2007- present	Founding partner of konsulentnetværket aps/Networking Consultants, Denmark
2002- present	Founder and sole owner GN-consult
1996-2002	Ibis H.O., Desk Officer southern and from 1999 west Africa
1994-1996	Ibis field office in Namibia, Programme Director
1988-1994	Ibis H.O, Programme Officer South Africa/Namibia
1985-1986	Ephesus House, Swaziland, Chief Executive Officer

Selected Assignments

2011

Capacity Assessment of Disabled Peoples Organisation Denmark (DOPD) and appraisal of DPOD Uganda programme. Provided an assessment of DPODs organisational capacity. The assessment focus on the capacity to carry out DPODs development its capacity in Denmark and Uganda to carry out its development activities. Team leader

Country Analysis Strategic Programme Review, Partnership for Dialogue and Reform, Jordan. In the light of the "Arab Spring" the team provided an update on recent political development in Jordan and its implications for the PDR programme, review progress in projects

supported and recommend change to implementation. Revise existing strategy for PDR in Jordan. Team leader.

Civil society, private sector and Good Governance, a strategy for new initiatives, Zimbabwe. Develop draft strategy for the Danish Ministry of Foreign Affairs on demand side governance support. Team member.

2010

Thematic Study of the Project Advice and Training Centre, experience with promotion of local ownership. The analysis aimed at identifying factors that promote and hinder local ownership. The study was based on interviews in India with south partners, target groups and stakeholders to assess the level and form of project ownership taken.

Capacity Assessment of AC International Child Support with Appraisal of AC Programme in Ethiopia, Bolivia and Nepal, team leader for the Danish Ministry of Foreign Affairs.

2009

Afghanistan

Review/appraisal with capacity assessment of the Danish Afghanistan Committee (DAC) Health Sector Project. Most health services in Afghanistan have been outsourced to National and International NGO, with the Ministry of Public Health Providing the regulatory framework and monitoring. The DAC project is within the national policy framework providing all basic health services for a population of app. 500.000 in three Districts in the Herat province. Though operating within a government framework, emphasis in the project strategy emphasise community outreach and involvement and support for community level organisation. Major health challenges relate to; gender, disability including mental health estimated to include up to 25% of the target population. Team leader, Danida.

Kenya

Facilitate Design Process for Kenya Accountability Programme (KAP), A joint DFID, CIDA and Danida programme in support of demand side and oversight governance institutions including organisations such as the parliament, ombudsman's institutions, media and civil society. The primary role of the consultancy was to provide process support and writing up the final programme document.

Uganda

End of project review and appraisal of Danida support to the National Union of Disabled Persons (NUDIPU) of Uganda programmes on; District Development, HIV/AIDS and Support for Northern Uganda. The end of project review was carried out on the District Development Programme, the last phase of a 12 years engagement on capacity development between the Danish Organisation of People with Disability. The HIV AIDS project reviewed is an innovative project aiming at mainstreaming Disability into the HIV/AIDS service providers programme, and mainstreaming HIV/AIDS into the Disability organisations. The Northern Uganda project will aim at targeting the challenges for people with disability through advocacy, capacity building and limited service provisions in the post conflict and early recovery phase. Team leader, Danida.

2008

Denmark

Facilitator Development Programme (FDP). The FDP is a ten day course aiming at supporting the development of process facilitation as a professional practice amongst the participants from European NGOs and consultancy companies. The focus is on developing a conscious practice of facilitation, providing frameworks and methods for effective process facilitation, course organiser and co-trainer.

Denmark

User survey of the members and secondary users satisfaction with quality and relevance of the Danish EU-NGO Platform, team member. Danida.

Ghana

Appraisal of Danida Good Governance and Human Rights Programme II; The Good Governance and Human Rights Programme focus on support for the Independent Governance Institutions, the Judiciary, Independent Media and Civil Society organisations and their work on promotion of human rights and good governance. Central areas addressed within the civil society and media components included basket funding and donor harmonisation, methods for capacity building at community level. Civil society and media resource person, Danida.

Uganda

Final evaluation of Rights Equity and Protected Areas (REPA); The REPA programme work with park adjacent communities. The REPA programme is working on; benefit sharing arrangements between parks and communities, problem management control and empowerment of ethnic minorities including indigenous Batwa communities. The focus of the evaluation was on supporting the programme team in distilling lessons learned of importance for the formulation of a phase II. Key areas addressed included; partnership relationships, strategies for capacity development including organisation development, institutionalisation and sustainability. Team leader, CARE Danmark.

Ghana

Review appraisal of School for Life Programme phase III and IV; The programme is implemented by the Ghana Development Community Association (GDCA) and the Danish Ghana Friendship Association (GV). The School for Life Programme is providing complementary education for out of school children in the Northern Region in Ghana. The programme has been highly successful in its delivery of complementary education and is well respected. The challenge at the time of the review was how to secure the uptake of methods into the government education programme. The focus of the review/appraisal was on education methods, organisation, replication strategies and advocacy strategies. Team member, Danida.

Denmark

Review/impact analysis-cum-appraisal of Organisational Development Project for People with Disability, Honduras & Nicaragua, the task included strategic and specialised input on disability to the project review/appraisal team. Disability expert, Danida.

2007

Ghana

Review and Appraisal of Assistance to the Disability sector in Ghana through the Danish association of The Blind (DAB) and the Danish Association of the Physically Disabled (DAPD). The review included a major long term programme of general support to the Ghana Association of the Blind (GAB), and a series of smaller projects in support of GAB and Ghana Society for the Physically Disabled (GSPD), the small project

included support for branch development, the development of women's and youth wings and general organisation strengthening. The appraisal was done on a Proposal for strengthening the advocacy and Organisational Skills of the Ghana Disability Movement, a joint programme by the Danish Council of Organisations of Disabled People, DAB, and DAPD with their Ghanaian counterpart organisations. The focus of the new programme is on advocacy, organisation development and strengthening the collaboration and joint action between the Disability organisations. Team leader. Danida.

Zimbabwe/Denmark

Backstopping to programme development for a new International Media Support (IMS) programme in support of the media sector in Zimbabwe and the Diaspora. The assignment includes support on a continuous basis for strategic processes and the development of adequate organisational mechanism for rendering financial and capacity building support to the media sector in Zimbabwe. The organisation set-up includes the development of mechanism for strategic alliances, coordination and shared learning amongst likeminded international donor organisations, IMS.

Angola

Facilitating Strategy Development for Education Programme in Angola. The strategy development was undertaken for IBIS southern Africa and involved selected partners and IBIS Angola education staff. The strategy development took place as an extended workshop and writing up process. The programme focus on support for teacher professional development, non-formal education and support for democratic school governance (school boards) and strengthening of civil society involvement as watchdogs and partners.

Global strategy

Develop CARE Denmark HIV/AIDS mainstreaming strategy, in close consultation with CARE Denmark develop a global HIV/AIDS mainstreaming strategy for the organisations programme activities. The strategy include internal and external mainstreaming. Conceptualising strategy. CARE Denmark.

2006

Ghana

Midterm Review of CARE Denmark Agriculture and Natural Resource Management (ANR) Programme in Ghana. The ANR programme works in the forest and agricultural sector in Ghana. The aim is to strengthen communities, civil society structures including traditional structures in undertaking sustainable natural resource management. The Midterm Review was the culmination of component reviews of the CARE programme. The programme components are: community based extension, community forest management, land management and community based organisation development. The focus of the programme review was on overall strategy including synergy, advocacy, CARE added value and cost effectiveness and organisation issues. Team leader. CARE Denmark

Tajikistan

Project identification and development. In close collaboration with the Mission East Country Office identify and develop a new civil society project. The aim of the project is to strengthen the interface between community organisations (Mahallas) and local government (Jamoats) to promote public participation in local governance. This is done by providing capacity development and resources for implementing small development activities supporting change processes through community level advocacy and innovation in the target area. The project work

simultaneously with civil society and local government. Team leader. Mission East.

Denmark

Training and policy advise for CARE Denmark on mainstreaming of HIV/AIDS in CARE Denmark Organisation/programmes/projects. The consultancy included support for conceptualising of mainstreaming, support for development of implementation strategies. This was done through policy advice to Programme Committee, training of Care Denmark Programme Directors and H.O. programme staff. Trainer and policy advisor. CARE Denmark.

Angola

Programme Development, facilitating the design and elaboration of programme document for the EU. The aim of the project is to support Angolan Civil Society Organisations in undertaking a change process from a situation of war and emergency to one of peace and increased democratisation. The project will contribute to the change process by providing support for CSOs which enables them to reposition themselves and develop adequate strategies to promote change and development in the Angolan society this include change in development approaches as well as developing methods and capacity for advocacy. Team leader. Ibis Southern Africa.

2005-2006

Egypt

Support for the implementation of a **participatory organisation development and change process** of APFW. APFW is a young network organisation engaged in monitoring violation of freedom of the press and advocacy on press freedom. The organisation has members and "correspondents" throughout the Arab World. The change process included re-positioning and focusing the organisation, developing a clear structure and procedures for workflow and job descriptions. Given the complex organisation setup; combining members/volunteers with a professional secretariat the organisation change includes issues around the role of national members and the professional monitors and secretariat. The aim of the process was to enable the organisation to secure standardisation and quality of monitoring and responsiveness to emergencies. Organisation Change consultant. Arab Press Freedom Watch (APFW), funded by Ford Foundation and Open Society Initiative.

2005

Ghana, Liberia, Senegal, Gambia

Organisation and Programme evaluation of Media Foundation for West Africa. The evaluation was commissioned by MFWA as a support to the organisations continuous development, and as a documentation vis-à-vis existing and potential donors of the quality of the work. The evaluation looked at the complex organisation issues involved in a regional organisation working with local "correspondents" and in network relations with a relative large amount of national human rights, media right, Unions and professional organisations. Team leader. Media Foundation for West Africa (MFWA) funded by International Media Support (IMS).

Ghana

Project development of a Project for West-Africa in support of regional Civil society organisations and initiatives engaged in democratisation and human rights within the context of the crisis in West-Africa. The project designed included direct financial support for partners along with potential for providing support for organisation capacity development and

change and development of the training capacity of targeted organisations. Team leader. Ibis West Africa.

South Africa

Midterm Review of Ibis Regional Environment Capacity Development Project (REP). REP is a shared resource among the Ibis Africa programmes aiming at supporting the inclusion of the environment as a cross cutting concern in Ibis programmes and partner activities. The review included an assessment of the performance of the project as a resource for Ibis partners, projects and F.O. and suggestions for strategy revision for the final phase of the project. Team leader. Ibis/EU.

2004

U.K./Arab world

The aim of the **organisation appraisal** was to make an assessment of challenges and potentials for APFW to develop into an effective regional network organisation. The findings of the appraisal pointed to the need for formalisation of the organisation moving away from a culture of personalised informal relationships. Issues around governance and relationship between national committees of APFW and the professional secretariat and monitors were pointed out as critical issues to be addressed by the organisation. The report led to a request from APFW for support to the change process outlined below. Organisation Appraisal Consultant. APFW funded by International Media Support (IMS).

Namibia, South Africa and Angola

Designing of monitoring system for project and programme activities in southern Africa. Designed a comprehensive standardised monitoring and evaluation system for Ibis programme activities in three countries, combining demands for monitoring of progress in respect of stipulated targets with a more learning oriented approach to monitoring and evaluation. Team Leader. Ibis southern Africa.

Sierra Leone, Liberia

Strategy Development mission for Ibis programme expansion into Liberia and Sierra Leone. The task included a screening of the two countries for potential for programme development within the fields of civil society support, media rights initiatives, HIV/AIDS and education in emergency. The job included desk and field research in Liberia and Sierra Leone. Team leader. Ibis West Africa.

Mozambique

Programme formulation; The HIV/AIDS community response and advocacy programme target NGOs in Niassa and Zambezia with capacity building support for community initiatives and local NGOs. The programme targets relate to; organisation capacity development, advocacy skills and HIV/AIDS related issues. The role of the consultant was to facilitate the programme development with Mozambique staff and key informants this included elaboration of contextual analysis and strategies. Process and subject consultant. Ibis Mozambique.

2003

Namibia, Mozambique, Ghana

Elaboration of strategies and writing up of DANIDA Frame Application (a five year rolling plan) for Ibis Southern Africa, West Africa and Mozambique. The elaboration of the documents was based on a strategy development/review processes undertaken with Ibis three Africa field offices and core programme staff. The role of the consultancy was to facilitate the strategy development process and write up the draft application. Facilitator author of application document. Ibis R.O. offices.

Namibia

Project Formulation; Yelula Project in support of grassroots responses to the HIV/AIDS epidemic in northern Namibia. The project formulation

was undertaken as a consultative process with civil society and government stakeholders. The programme focus on providing enabling support for the growth of community initiatives/peoples organisation engaged in prevention, care and treatment literacy. The programme intervention focuses on coaching and small grant support. Target groups include organisations and networks of people living with HIV/AIDS, community organisations and networks engaged in prevention and care. Team leader. HIVOS/Ibis Southern Africa.

2002-2007

Ghana

Formative monitoring and evaluation. The Organisation Capacity Building Project (OCB) target Ghanaian civil society organisations with target training in leadership, organisation development and process facilitation. Project priority sectors included; disability, women's organisation, media, peace and reconciliation, governance. Further the OCB engage in organisation screening and support processes directed at Ghanaian NGOs. The role of the formative monitoring team is to monitor, document and evaluate the development in the project and support the project in analysing change in the context and its challenges. The emphasis has been on formative support provided in the form of organising reflection and strategy development processes with programme team as well as coaching to Ibis West Africa and the programme Director. Recurrent annual event. Member of Formative Monitoring and Evaluation team. Ibis West Africa / Organisation Capacity Building Project.

Ghana

Formative monitoring and evaluation. The Public Participation in Local Governance Programme covers two Rural Districts and one Urban Municipal Assembly. It works with local government organisations and civil society organisations with an emphasis on the interface between the two. The programme further support national advocacy initiatives by civil society and research organisations. The role of the formative monitoring team is to monitor, document and evaluate the development in the programme and support the project in analysing change in the context and its challenges. The emphasis has been on formative support provided in the form of organising reflection and strategy development processes with programme team as well as coaching to Ibis West Africa and the programme Director. Recurrent annual event. Member of Formative Monitoring and Evaluation team. Ibis West Africa / Public Participation in Local Governance Programme.

2002

South Africa, Namibia Mozambique

Programme development review of Ibis Regional Environment Capacity Development Project. The aim of project was to support the integration of the environment as a crosscutting concern in Ibis projects/programmes and partner organisation. The review included an assessment of project performance and relevance of chosen strategies as well as recommendations on the future of the project. The review was based on an assessment of training/course material, interview with project and programme staff as well as partners. Team leader. Ibis Southern Africa.

South Africa

Programme design mission in support of emerging social movements among shack dwellers in South Africa. The programme development was based on the South Africa Programme identification Mission on emerging social movements described below. The programme development

included extensive stakeholder consultations with housing NGOs, and peoples organisations and networks. Team leader. Ibis Southern Africa.

South Africa

Programme design mission of a Children's Rights programme in the context of HIV/AIDS. The programme development was based on the South Africa Programme identification Mission on emerging social movements described below, the mission included, desk studies along with broad stakeholder consultations leading to partner identification and development of strategies for programme interventions. The focus of the programme is on support for social movements working in support of children's rights as well as organisations working for increased child participation. The design included important ethical considerations on child participation. Team leader. Ibis Southern Africa.

South Africa

Programme Identification Mission conceptualising and understanding the role of social movements in post-apartheid South Africa. Screening the south African context for potential for developing a programme in support of emerging social movements. This included the following areas land reform, women's rights, HIV/AIDS, shack dwellers. Team leader. Ibis Southern Africa.

2001

Ghana

Programme formulation; Public Participation in Local Governance, formulation of programme intervention to be undertaken in two rural Districts and one urban Zonal Council area. The programme focus on the interface between local government and civil society organisations to enhance the democratic interface. Team leader. Ibis Ghana.

1999-2000

Ghana

Ghana Country programme development. Develop the Ibis country programme strategy, with concrete programme interventions in respect of local governance, capacity building for civil society (women's rights, public policy organisations and civil society organisations in northern Ghana). Team leader. Ibis H.O.

1998

Ghana and Ethiopia

Identification missions of new Ibis programme country. Responsible for preparation of reports on potential country programmes in Ghana or Ethiopia. The reports included an outline of potential country strategies based on the Ibis global strategies and focus areas and the context in the two countries. The reports formed the basis for the Ibis board decision on new country. Team leader. Ibis H.O.

1996

South Africa

Project formulation; Learning for sustainability a pilot project with the Department of Education in Mpumalanga and Gauteng. The project supported the Departments in piloting methods for the inclusion of environment/sustainable development across the basic education curriculum. This included piloting new approaches to teacher professional development, teaching material development project and curriculum development. The pilot project was subsequently followed by a national project NEEP-GET. Team leader. Ibis South Africa/Gauteng & Mpumalange Departments of Education.

Courses/continued education

- Facilitator Development programme, Olive PPT (10 Days)
- Appreciative Inquiry in development work, Charles Elliot/Mette Jakobsgaard (5 Days)
- Most Significant Change, Rick Davies (2 Days)
- Conceptualising Civil Society, David Sogge (3 Days)
- Organisation Performance Systems, INTRAC (2 Days)
- HIV/AIDS and Development, Peter Busse (3 Days)
- Environmental Screening of Development Projects, COWI (2 Days)
- Process Oriented Planning in Development Projects, Niels Boesen (3 Days)
- Leadership training, Covi leadership Training (1 week)
- Gender Planning, Development Planning Unit, University College of London (1 week)
- Use of Technical Assistance in Development Assistance, Danida Training Centre (2 Days)
- Evaluation of Social Development Project, INTRAC (3 days).

Publications/Papers

2002	Demokrati og regionalt samarbejde (Democracy and Regional Cooperation), in Demokrati og Fattigdom I det Sydlige Afrika , ed. Hans-Otto Sano and Karin Poulsen, Institute for Human Rights, Copenhagen 2002.
1990s	Main article on Namibia, as well as a number of smaller articles related to Namibia in "Den Danske National Encyclopedia" (The Danish National Encyclopaedia).
1988	Namibia, Landet uden Overgivelse, (Namibia, the Country without Surrender) , A textbook for high school students published in conjunction with the Operation a Day Work campaign, 1988
1987	Portene til Lærdom skal Åbnes, (The Doors of Learning shall be opened) , A booklet on the educational crisis in South Africa and civil society response, 1987
1984	Namibia år 0, (Namibia year 0) , On repression and liberation struggle in Namibia 1984, jointly with Arne Wangel

Further publications not specified here include a number of articles in journals and newspapers on political and development issues.