

1. **Family name:** Lindholt
2. **First names:** Lone
3. **Date of birth:** 15 August 1962
4. **Nationality (passport holder):** Danish
5. **Place of residence:** Denmark
6. **Education:**

Institution	Degree(s) or Diploma(s) obtained
1988-1994: Faculty of Law, Copenhagen University,	PhD, International Human Rights Law
1981-1988: Faculty of Law, Copenhagen University	Candidate (LL.M) Law

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

Language	Reading	Speaking	Writing
Danish (native)	1	1	1
English	1	1	1
French	3	3	4
Spanish	3	5	5

8. **Membership of professional bodies:**
 - **On UNDP's express SURGE roster of high-level recognized experts (from December 2019)**
 - Member of body, external examiners, Centre for African Studies, Copenhagen University (2009 to date) and Chair (2014 to date)
 - Member of body, external examiners, Roskilde University, International Development Studies (2000 to date)
9. **Other skills:** (e.g. computer literacy, etc.): Fully computer literate (MS Word, Power Point and Excel); very strong communication and facilitation skills through numerous assignments with multi-stakeholder participation. Good interpersonal skills (task force oriented, quality awareness, problem solving, coaching and debate; able to work on own initiative); extensive writing experience (certified English language editor, 2013). ICI accredited coach (2015).
10. **Present position:** Senior Consultant and CeO (Lindholt Consult) and coach (Lindholt Coaching)
11. **Years within the firm:** Lindholt Consult since November 2013; Lindholt Coaching since April 2016.
12. **Key qualifications (relevant to the assignment):**
 - **30 year of continuous professional engagement in the field of development cooperation and project cycle management, through design, review and monitoring of human rights programmes. substantial experience in conducting results-oriented evaluations of international development projects and programs and/or in complex/strategic assessments, focusing on capacity-building in the fields of good governance and rule of law. Strong professional experience with project cycle management, OECD DAC evaluation framework, logical framework approaches and with quality assurance within international development evaluations. Comprehensive experience with working in fragile/transition countries and knowledge/experience of capacity building and institutional development programs.**
 - **30 years of professional experience in the field of human rights, including gender and conflict perspectives as well as (H)RBA;), rule of law/justice and governance (for development). A general focus on the roles of state actors including the justice sector; National Human Rights and Ombudsman Institutions, academic institutions; civil society; and the interplay between these and other key actors. Partners and institutions worked with operate at a central as well as a regional/local level. Geographical focus has been on partners in Africa, Asia, the Middle East and Eastern Europe, including countries in the process of transition.**
 - Strong experience in capacity building in general and, specifically, in the form of design and delivery of adult and professional learning and training activities including curriculum development. 16 years of experience, in a senior staff capacity, with Denmark's National Human Rights Institution, the Danish Institute for Human Rights, in the field of support to institutional capacity strengthening through the implementation of projects and programmes funded by donors as an independent consultant in the same field, including academic and justice sector institutions in Asia as partners.
 - **Considerable experience with operationalising the monitoring and evaluation cycle conducting evaluations and reviews in accordance with the OECD DAC criteria.** This includes programming methodology, including familiarity with donor requirements e.g. **Project Cycle Management**, Logical Framework Analysis (intervention logic, targets and indicators), alignment, theory of change, HRBA, risk analysis, efficiency and transparency; as well as scoping and formulating, managing, implementing, internal reviews and evaluation and quality assuring capacity building projects and programmes funded by various donors (including EU) in the field of human rights, law and development. This includes successful and timely delivery of several Team Leader (collaborating with local consultants) and Senior Consultant assignments for own company, as well as Team Leader roles with the Danish Institute for Human Rights, the Danish Ministry of Foreign Affairs and Technical Advisory Department. Activities have reflected implementation of a (H)RBA, Result Based Management Approach and PCM, as well as M&E, knowledge transfer and capacity strengthening, and **gender equity and mainstreaming**. All functions have included significant and hands-on collaboration with local partners and other stakeholders within a partnership-based approach, as well as environmental screening/mapping/scoping/needs assessments. Strong experience in

- An experienced independent expert and **Team Leader**, both from a variety of assignments successfully conducted as an independent consultant, and from position with The Danish Institute for Human Rights (see below). This includes very positive experience in working with local consultants, e.g. in Pakistan and Palestine.
- An experienced coach and **process facilitator**, with a particular focus in and experience from the development and human rights organisational fields as well as **change management**. Particular focus includes the facilitation of strategy and action planning processes on a consultative partnership basis, with an outset in organisational learning and coaching principles.
- In-depth specialisation in the field of **capacity strengthening** through provision of partner-based and –driven advice, coaching and capacity development of a broad field of state and non-state actors, including **justice sector** and academia of developing **capacity strengthening** processes in the **human rights and governance** fields. This has included e.g. policy planning, administration and management, including human resource management, financial planning and budget drafting and execution; institutional development, design and implementation of capacity building processes by the partner institution for its constituency, **training** and (human rights) education including curriculum and course design, teacher training, identification of study material, e.g. on international and regional human rights dimensions, research capacity building and supervision, and international and regional networking; communication and public awareness; and IT and Web-based systems including databases for e.g. knowledge management and blended learning.
- Significant experience in the fields of academic and legal research, with analyses and studies published internationally. This includes academic and policy-oriented writing on a variety of subjects relating to human rights in a development and transitional context, including international human rights law and CoE human rights standards as well as supervision and assessments of thesis of students up to PhD-level in Danish and overseas universities, as well as external examiner management and chairmanship (Centre for African Studies, University of Copenhagen).
- Following from all of the above, a strong facilitator and communicator, with extensive experience in navigating different cultural and organisational environments. A high degree of understanding of the operating environment for justice sector institutions. An accomplished professional writer, and a solid track record in terms of project and time management in relation to delivery of assignments.

13. **Specific experience in the region:**

Country	Date from - Date to
Assignments in the Asia Pacific region including Vietnam, China, Nepal, Laos, Hong Kong, Bangladesh and Pakistan. Also, Burundi, Swaziland, Uganda, Tanzania, Kenya, Malawi, Ghana, Niger, Benin, Nigeria, Zimbabwe, Egypt, Iraq, Kuwait, Yemen, Ukraine, Moldova, Turkey, other EU countries and Denmark.	1996 to date

14. Professional experience (selected):

Ref. no.	Date from - Date to	Location	Company & reference person ¹ (name & contact details)	Position	Description
1.	24 February – 22 May 2020 (22 working days)	Laos, Luxembourg, Denmark	Tana Copenhagen for Luxembourg Development Cooperation (LuxDev) Contact Julian Brett, jb@tanacph.com	Team Leader, Senior Consultant	<i>Mid-term Evaluation of “Support Project to Legal teaching and Training and to the Promotion of the Rule of Law Concept in Lao PDR”</i> The MTR will analyse the results achieved and the specific objective reached against OECD DAC criteria, as well as the results of the capacity building, the project’s management and monitoring and establish the lessons learned from project implementation. This includes a review of the project’s M&E framework and Theory of Change, and aims at identifying qualitative aspects beyond the outputs achieved and internal learning across the project activities and anchoring of these within the beneficiary institutions for change management. Key project partners include a number of justice sector and universities/academic institutions in Laos. Assignment to be completed in an adaptive manner due to Covid 19, originally envisaged as requiring data collection through mission undertaken by the consultant to Laos – but now using a combination of document review and distance online (Zoom and Skype) communication, facilitated by local consultant facilitating meetings at partner institutions and with focus groups using own laptop and partner equipment as relevant. Possibility of verification mission (June 202), depending on the development of the situation.
2.	27 May 2019 – 15 March 2020 (30 working days)	Denmark, New York, Geneva	GANHRI Contact Ms. Ileana Bello, i.bello@ganhri.org	Principal Consultant	<i>“GANHRI Strategic Framing (2020-2022)”</i> The aim of the assignment is to support the development of Global Alliance of National Human Rights Institutions (GANHRI)’s three year Strategic Plan (2020-2022), through provision of technical, strategic and facilitation support to assist GANHRI in the development of the Strategic Plan 2020 – 2022. The scope of the assignment includes support with undertaking a stakeholder mapping analysis; an environmental scan; and review implementation and impact of immediate past Strategic Plan; a throughout consultative process with NHRIs worldwide and application of appropriate tool of analysis, identify focus areas and develop strategic objectives and key result areas into a solid Strategic/MEAL framework including Implementation Plan and Risk Assessment; review the vision and mission based on GANHRI’s mandate, and governance structure; facilitate discussion over the vision and mission to inform the new Strategic Plan; support with holding stakeholders’ meetings, including with governance bodies, to validate the draft Strategic Plan; and support with finalising the Strategic Plan for final approval by the national human rights institutions worldwide.
3.	4 July – 24 September 2019 (20 working days)	Ramallah, Denmark	Independent Human Rights Commission for Palestine (ICHR) Contact Amma Dwaik, adwaik@ichr.ps	Team Leader	<i>“ICHR, End of Strategy Cycle (2017-2019) Evaluation”</i> The aim of the assignment is to conduct, together with a local consultant, an evaluation of the progress of the Independent Human Rights Commission for Palestine (IOCHR) in relation to their core objectives under the strategic plan 2017-2019. The assignment, which was conducted on the ground in the West Bank with close communication with Gaza, includes document review (including the MEAL framework governing the NHRI’s works), and interviews with a broad scope of national and international stakeholders. A particular focus of the evaluation is to document the progress since ICHR’s previous evaluation, their positioning as an A-accredited National Human Rights Institution within the landscape

¹ The Contracting Authority reserves the right to contact the reference persons. If you have any objection to this fact, kindly state so and provide a justification.

*For assignments relating to Nordic Consulting Group, references may be provided upon request.

					of human rights actors in Palestine, and their ability to navigate in a hugely challenging context. Furthermore, the evaluation focuses on ICHR's institutional capacity and internal organisation, and provides recommendations for further optimization of all of these aspects to be reflected in their next Strategic Plan.
4.	30 April – 1 July 2019 (24 working days)	Denmark, Doha	OXFAM Novib, den Haag, The Netherlands Contact: Stine Chen, M&E Officer, Oxfam Novib (den Haag), Stine.Chen@oxfamnovib.nl	Lead Consultant	<i>“Ba-Ikhtiar ARC Pakistan 2017 – 2022: Improved Access to Fair, Legitimate and Effective Justice programme, EUR 5,000,000, funded by the Netherlands Ministry of Foreign Affairs, Mid-term Review”</i> . Tasks include: design the MTR process, budget and methodology more in detail in close collaboration ARC PMU Oxfam and local consultant; Assess progress measured with outset in the project's MEAL framework towards the main objectives of ARC Pakistan implemented primarily through civil society partners, and reflecting gender dimensions; Write MTR report and advise on: Action needed to ensure that objectives will be reached most effectively, and Action needed (if any) to enhance validity and credibility of data; and Present the results of the MTR to the ARC Pakistan team (PMU) and partners and other relevant stakeholders. In collaboration with the local consultant (responsible for comprehensive stakeholder interviews with an emphasis on beneficiaries on the ground in three provinces through a semi-structured interview process), and the PMU team, design and manage the overall process including report drafting and delivery.
5.	March – April 2019 (20 working days)	Denmark, Brussels	-	Principal Consultant	<i>Final evaluation of project supported by EIDHR, classified and restricted.</i> Aspects address MEAL, gender and training activities
6.	1 August – 7 December 2018 (46 working days)	Denmark, Hong Kong, Sydney	Asia Pacific Forum of National Human Rights Institutions (APF) Contact: Kieren Fitzpatrick, Director, kierenfitzpatrick@asiapacificforum.net	Principal Consultant	<i>“Joint Evaluation of the Asia Pacific Forum of National Human Rights Institutions Evaluation of the APF Secretariat.”</i> Joint donor (Australia, New Zealand and Sweden) evaluation of grants for core support. Focus on implementation of current strategy, as well as modalities of support for network of member institutions (national human rights and Ombudsman) in more than 25 countries at various stages of establishment and consolidation, as well as network office functional capacity. In terms of the latter, the assignment includes a strong element of sparring with and coaching of staff and management.
7.	29 October – 8 November 2018 (8 working days)	Sydney, Doha	Asia Pacific Forum of National Human Rights Institutions (APF) Contact: Kieren Fitzpatrick, Director, kierenfitzpatrick@asiapacificforum.net	Principal coach	<i>“Coaching and sparring for organisational development”</i> Coaching of staff and management for internal organisational development and change management of APF secretariat (Sydney) and sub-regional office (Doha, Qatar).
8.	1 August – 30 September 2018 (36 working days)	Denmark, Nairobi, Kigali	The Danish Institute for Human Rights Contact: Kristine Yigen, project manager, kyi@humanrights.dk	Senior Consultant	<i>“External Evaluation, The Danish Institute for Human Rights, EU funded project, “Capacity Building of National Human Rights Institutions””</i> The project (Euro 6 million, 2015-2018) provides support to national human rights and Ombudsman institutions in Europe, Sub-Saharan Africa, Asia/Pacific and the Americas through individual capacity development and blended learning as well as regranting, in addition to support for the one global and four regional secretariats. In addition to analysing the project' under M&E cycle criteria (OECD DAC), a core activity evaluated was the training and learning processes aimed at institutional capacity development of NHRIs. The evaluation includes stakeholder interviews, field data collection, document review, drafting of final report and recommendations.

9.	July – August 2018 (9 working days)	Denmark, Addis Ababa	OXFAM Novib, den Haag, The Netherlands Contact: Stine Chen, M&E Officer, Oxfam Novib (den Haag), Stine.Chen@oxfamnovib.nl	Team Leader; Senior Consultant, Facilitator/ Coach	<i>“Process facilitation for Global Strategic Partnership partner-based programme evaluation/mid-term review and concept development, OXFAM Novib”</i> Oxfam Novib engages in a Strategic Partnership Programme with the Dutch Ministry of Foreign Affairs, including partners primarily from civil society from a number of countries globally. In August 2018 a learning and reflection workshop was convened in Addis Ababa to reflect on the achievements of the initial period 2015-2018 aimed at adjusting the programme framework, underpinned by a strong MEAL framework, for the period 2019-2020. The assignment includes facilitation of a four day long review and learning workshop in Addis Ababa (06.08 – 10.08.2018) with more than 20 partner representatives; and introduction to and coaching on Adaptive Programming and Problem Driven Iterative Approach (Andrews, Harvard University, 2015) for project and programme development and implementation.
10.	April – August 2018 (19 working days)	Denmark, Burundi	OXFAM Novib, den Haag, The Netherlands Contact: Stine Chen, M&E Officer, Oxfam Novib (den Haag), e-mail: Stine.Chen@oxfamnovib.nl	Team Leader; Senior Consultant, Facilitator/ Coach	<i>“Process facilitation for partner-based programme evaluation/mid-term review and concept development, OXFAM Novib”</i> Oxfam Novib, lead of a consortium including Impunity Watch and CARE as well as 8 national partner NGOs, during 2016-2020 implements the Euro 6,000,000 “Nyubahiriza” programme in Burundi. The programme, which includes components on increased security, protection of youth from manipulation to exacerbate conflict, and prevention of impunity, forms part of the “Addressing Root Causes” support programme of the Dutch Ministry of Foreign Affairs, is governed by a strong MEAL framework forming the basis for the review implicit in the process facilitation, and included also review of the gender aspects. The assignment includes facilitation of a four day long review and learning workshop in Burundi (30.4 – 4.5.2018) with more than 20 partner representatives; and introduction to and coaching on Adaptive Programming including application of a Problem Driven Iterative Approach (Andrews, Harvard University, 2015) for project and programme development and implementation. Following the workshop the goal of the assignment involved to enable further concept development of an operational tool for OXFAM for how to implement the PDIA, with the inclusion of perspectives from a similar exercise on the parallel programme in other programmes and regions; and provision of input to the annual report 2017 for the “Nyubahiriza” project.
11.	15 September 2017 – 31 December 2017 (35 working days)	Denmark, Sweden, Zimbabwe, Turkey	Tana Copenhagen and FCG Sweden for SIDA Nicklas Svensson, team leader nicklas@sthlmgroup.se	Senior Consultant, <i>de facto</i> co-Team Leader	<i>“Global Review of Programme Work Methods of the Raoul Wallenberg Institute of Human Rights and Humanitarian Law”</i> . Evaluation and critical review the overall work methods applied by RWI in their international partner-based programmes and projects, including Asia. The purpose of the review learning around improving conditions for positive results achievement of international programmatic activity aimed at institutional human rights capacity strengthening. All aspects of the review, including document review, field trips, stakeholder workshops and development of inception and evaluation reports with substantiated findings and recommendations. Report available at: https://www.fcgsverige.se/projects/global-review-of-programme-work-methods-of-the-raoul-wallenberg-institute-of-human-rights-and-humanitarian-law
12.	April – May 2017 (25 working days)	Pretoria, South Africa	Centre of Human Rights, University of Pretoria, for Embassy of Norway, South Africa Prof Frans Viljoen, Director	Senior Consultant	<i>“Evaluation of Grant Agreement between the Norwegian Government and the Centre for Human Rights, Faculty of Law, University of Pretoria”</i> , value NOK 11.000.000, 2014-2017. With an outset in the project’s M&E framework, the review included learning/training activities including analysis of human rights-based capacity development programmes and activity portfolio covered by the Grant, involving engagement with a number of the Centre’s partners in the region of Sub-Saharan Africa including Malawi as well as advice to, sparring with and coaching of Centre staff and management on adjustment and implementation of programme at local, national and regional African levels

			frans.viljoen@up.ac.za		
13.	September 2016 – May 2017 (7 working days)	Pretoria, South Africa	Lindholt Coaching Prof Frans Viljoen, Director, frans.viljoen@up.ac.za	Coach	<i>Results Reflection, Strategy and Action Planning process with Centre for Human Rights, University of Pretoria.</i> Ongoing process including facilitation geared towards change management 3 full day workshops focusing on human rights portfolio analysis, coaching of management and staff, capacity building especially in relation to planning, and advice on future direction for Centre focus, internal organisation, policy, tools development and M&E and the implementation of a human rights-based approach to implementation of programmatic activity.
14.	March- August 2016 (38 working days)	Copenhagen, Southern Africa including Malawi	Lindholt Consult, for Nordic Consulting Group	Senior Consultant Key expert	<i>“Evidence for HIV prevention in Southern and Eastern Africa (Malawi, Swaziland, South Africa, Zambia, Kenya and Tanzania) (EHPSA) programme”,</i> funded by DFID and managed by Matt McDonald. Tendered contract for evaluation in the form of Critical Reviews, 2016-2018, appr. Euro 300,000. Co-author of reviews and senior expert. Country studies (specific responsibility for Malawi and Swaziland), management of local consultants, desk and field work-based data compilation (on national budgeting, research prioritisation and civil society engagement), Analysis and research quality assurance.
15.	January – August 2016 (15 working days, post-tender)	Copenhagen, global	Lindholt Consult, for Nordic Consulting Group	Senior Consultant, QA responsible	Ex-EuropeAid/136117/DH/SER/Multi, “Support package for EU Delegations on the implementation of a Rights-Based Approach to Development (RBA) and the European Instrument for Democracy and Human Rights (EIDHR)”. Based on evaluation of current framework, design and implementation of capacity development programme including training design and implementation on RBA for EU delegations worldwide, including in Sub-Saharan Africa. Awarded tendered contract. Member of NCG team for formulation of tender, responsible for methodology and programme design. Non-key staff and member of QA team, including substantive input to design of training curricula and material.
16.	May - September 2015 (27 working days)	Accra, Ghana	Lindholt Consult, for Nordic Consulting Group	Team Leader	<i>“Monitoring and evaluation for courts in terms of M&E and overall strategy implementation”. Implementation of assignment for Danish Embassy, Accra.</i> Focusing on the justice sector and based on evaluation of current efforts, assignment includes the establishment of ICT-based system. Team consisting of IBG (Accra-based IT company, Uganda based M&E Expert, NCG project manager and LL. Team leadership and management (3 colleagues, local experts), mission planning and execution, partner advice, coaching and capacity building, dialogue with partners and stakeholders and using PCM and LFA. Assignment included RBM-aspects, knowledge transfer and institutional learning, with a particular emphasis of capacity strengthening of justice sector staff (court registrars) at the national as well as local levels.
17.	9 November 2014 – 9 June 2015 (15 working days)	Kiev, Ukraine and Copenhagen, Denmark (15 working days)	Danish Ministry of Foreign Affairs, EUN Finn Poulsen, Head of Section finpou@um.dk	Senior Consultant	<i>Programme formulation, DKK 60 mio programme under Danish Neighbourhood Strategy, on human rights and good governance, 2015 – 2018.</i> Following the identification process in June 2014, in-depth programme development including design of MEAL framework along the lines of approved concept note, and in line with Danish MoFA aid management guidelines and (new) guidelines for programme development. Programme under appraisal (positive indications) and due to start summer 2015. Programme elements include human rights (including gender and conflict perspectives), civil society and justice sector reform with a particular focus on the prosecution and legal aid services as well as other justice area stakeholders, in addition to support for anti-corruption initiatives and the Ombudsman/NHRI. Programme to be implemented at capital as well as local levels, and is aimed at EU accession. Used PCM and LFA. Programme reflected RBM, M&E, knowledge transfer and organisational learning processes.
18.	June - November 2014	Kiev, Ukraine and	Tana Copenhagen Julian Brett, team leader	Senior Consultant	<i>Programme Identification for DKK 60 mio programme under Danish Neighbourhood Strategy, on human rights and good governance, 2015 – 2018.</i> Scoping of field of human rights and good governance, including gender and conflict perspectives, in preparation for programme design and

	(15 working days)	Copenhagen, Denmark (15 working days)	jb@tanacph.com Danish Ministry of Foreign Affairs, EUN Finn Poulsen, Head of Section finpou@um.dk		partner identification. Analysis of relevant developments in the human rights field in Ukraine, including dialogue with CSOs on proposed course of action and identification of key implementing partners (Council of Europe and UNDP, Ukraine). Analysis of human rights situation, including justice and rule of law as well as anti-corruption. Analysis of domestic policy and legislation initiatives and their compliance with international treaty obligations, EU Accession Agreement and UN Universal Periodic Review, and with outset in baseline data provided by e.g. key CSOs in Ukraine as well as international human rights-based organisations. Coaching of and sparring with a variety of actors, in particular CSOs, on identification of viable intervention strategies for programme and on how to draw on their data and findings as a fact-based foundation for programme anchoring. Coaching of prospective implementing partners on project design. Used PCM and LFA. Programme reflected RBM, M&E, knowledge transfer and organisational learning processes.
19.	18 January – 27 November 2014 (30 working days)	Chisinau, Moldova and Copenhagen, Denmark	Danish Ministry of Foreign Affairs, EUN Finn Poulsen, Head of Section	Team Leader	<i>Identification and formulation for DKK 30 mio programme under Neighbourhood Strategy, on human rights and good governance, 2015 – 2018.</i> Scoping of relevant fields in Moldova, including dialogue with CSOs on proposed course of action and identification of key implementing partners (Council of Europe and UNDP, Ukraine). Programme to be implemented at capital as well as local levels, and is aimed at EU accession. Final programme involves support for human rights and governance including a gender and poor people's as well as a conflict perspective, focusing on justice sector reform including e.g. the prosecution service, and support for the National Institute of Justice to perform training for prosecutors, judges and national human rights institutions in the field of human rights, rule of law and good governance. Programme development included the application of RBM and knowledge transfer. Core dimensions included Project Cycle Management and LFA, including the construction of a robust MEAL framework. Close collaboration with East Europe Foundation, Moldova, on identification of relevant human rights fields to be addressed, appropriate intervention strategies, strategies and partners, Analysis of human rights situation, including justice and rule of law field), in light of EU Accession Agreement and UN Universal Periodic Review, and with outset in baseline data provided by e.g. key CSOs in Moldova as well as international human rights-based organisations. Close dialogue with individual CSOs (national and international) in Moldova on relevant strategies for advocacy and programme implementation including assessment of their own organisations and their roles. Coaching of prospective implementing partners on project design. Programme successfully appraised and implemented from January 2015.
20.	15 Nov 2013 – 28 February 2015 (20 working days)	Copenhagen, Denmark	Danish-Egyptian Dialogue Institute Jacob Erle, Director, jakob_erle@mac.com	Team leader	<i>Danish-Egyptian Dialogue Institute, consulting advisor on civil society engagement including RBM, knowledge transfer, strategic planning and organisational learning, with a focus on project development including LFA streamlining and staff capacity building.</i> Coaching of and facilitation of learning process/training session for management and staff, including advice on design of CSO-related activity, including gender and conflict perspectives, for the institute. Activities relating to this assignment have included in-depth revision of the entire portfolio of the Institute's support projects for various NGO-related activities in Egypt, approximately 15-20 projects. Partner activities implemented at capital as well as municipal levels. The review has included the re-structuring of the MEAL frameworks for the projects for 2013 for annual reporting in 2013/2014; for the proposed projects for 2014 for Board approval; for reporting on 2014 projects; and for approval for project grants for 2015. In addition to several rounds of detailed comments and sparring with Director and staff on each project's MEAL framework, the assignment has included developing a format for project tracking and M&E. Finally, the assignment has included a one-week mission (February 2014) to Egypt for the purpose of capacity building and coaching of the Institute's staff in LFA and basics of programming, including M&E, LFA and project design.

21.	1 April- 30 September 2013 (110 working days)	Copenhagen, Denmark	Danish Ministry of Foreign Affairs Tove Degnbol, Department Head	Senior Adviser, Technical Advisory Services	Senior Adviser (Human Rights and Development Research) responsible desk officer for the daily management of the Ministry's portfolio of programmes supporting Danish development research activity through a variety of support modalities in relation to Danish funding. The assignment including M&E, strategy development, case handling, team coordination, management of tenders for programmes, secretariat for decision-making body, briefs for Minister for Development, and financial administration of a portfolio of more than DKK 130 million/year; focus countries include Ghana, Tanzania and Nepal. Designation to the Technical Advisory Services internal "Governance" team, in capacity of governance and human rights expert. In that capacity, the assignment included providing input on human rights including gender and poor people's perspectives in the form of comments on drafts, as well as dialogue and response to questions by colleagues and external consultants, to programme and strategy documents, appraisals and reviews, developed by the Service Advice in the fields of governance and human rights. Furthermore, the position included sparring and assistance to other offices in the Ministry, e.g. the Legal section (JTMR), on the handling of specific human rights situations (especially of a sensitive nature).
22.	1 September 1997 – 31 March 2013 (Full time, 15 years, 7 months)	Copenhagen, Denmark and overseas, including Sub-Saharan Africa in general and specifically Malawi	Danish Institute for Human Rights (DIHR - DK's statutory national human rights institution) Deputy Director Louise Holck loho@humanrights.dk	Chief Consultant Senior Legal Analyst Team Leader, DIHR International Department, "Civil Society" (2004-2008) and "Academia" (2001-2008).	As a senior staff member responsible for programme and project development, including formulation, analysis, advice, coaching and capacity building of partners, including civil society to be funded by Danish and other donors, in Asia, Sub-Saharan Africa and the MENA region: - Scoping, identification and assessment of prospective partners, spanning across state and public sector institutions, at a national level with mandates at regional and local levels as well, including national monitoring institutions including human rights, equality and anti-corruption mechanisms and Ombudsmen; academic institutions and the justice sector; (including Asia). - Capacity strengthening through project development/formulation with the identified partners based on partnership and dialogue, needs assessment and identification of effective strategies for advocacy and change management. Setting up of appropriate mechanisms for monitoring and evaluation, financial and administrative management including facilitation and coaching of national partners for change management; and provision of substantial input, facilitation and networking. - Teaching (including training curriculum design and training and teaching delivery) and facilitation of learning processes - Ensuring delivery of and quality assurance of regular reporting based on M&E frameworks from partners as well as from DIHR in line with Ministry of Foreign Affairs requirements, including coaching and capacity development of partners in this area; - Financial and administrative management, staff management, strategy development and implementation, organizational change management, and follow up on all relevant matters; - Linking and cross-fertilisation between the international portfolio and DIHRs analysis and research activity, both through own research and by acting as a go-between, facilitating analysis uptake in capacity development programmes at a senior level; - As team leader, all aspects of staff management, including performance assessment, recruitment, allocation of tasks and responsibilities, continuous sparring, coaching and advice and quality assurance of all aspects of performance including administration and reporting; - Own research and analysis, resulting in a number of articles, working papers and other publications on key aspects relating to human rights and development. Countries in portfolio included China, Vietnam, Laos, Nigeria, Kenya, Tanzania, Rwanda, Burundi, Malawi, Niger, Benin, Turkey, Afghanistan, Egypt, Yemen and Iraq (based in DIHR office, with frequent visits except to Afghanistan and Iraq).

15. **Other relevant information:**

Other experience:

- **Teacher and facilitator** in a wide range of institutions, including several Master programmes, on a variety of human rights-related issues, in Africa, Europe and Asia.
- Reporter on Denmark for Freedom House, 2016 – to date.

Publications (selected):

- “Analysis of Danish human rights development aid programmes”, study, The Danish Institute for Human Rights, November 2013
- “National Human Rights Institutions as Independent Actors in Relation to Economic, Social and Cultural Rights”, Ghent University 2013
- “On human rights”, with Birgit Lindsnæs, in ed. Erik André Andersen & Birgit Lindsnæs, “Towards New Global Strategies: Public Goods and Human Rights”, Martinus Nijhoff Publ., Leiden, 2007
- “Universities and national human rights institutions: the independent human rights actors”, in ed. Rikke Frank Jørgensen & Klaus Slavensky, “Implementing Human Rights. Essays in Honour of Morten Kjærum”, The Danish Institute for Human Rights, 2007.
- “Human Rights Instruments in the Aid Dialogue – Reflections”, in ed. Jan Olsson and Lennart Wohlgemuth, “Dialogue in Pursuit of development”, Expert Group on Development Issues and The Nordic Africa Institute, 2003
- “The Police and Human Rights in Transitional Countries. A Legal Analysis” in ed. Lone Lindholt, Etannibi Alemika, Paulo Mesquito Neto and Basil Fernando, “Human Rights and the Police in Transitional Countries”, Kluwer Law International, 2003
- “The African Charter: Contextual Universality”, in ed. Kirsten Hastrup, “Human Rights on Common Grounds? The Question of Universality”, Kluwer Law International, 2003
- “Human Rights Indicators. Country and Regional Database”, Hans-Otto Sano and Lone Lindholt, The Danish Centre for Human Rights, November 2000
- “National Human Rights Institutions. Articles and working papers”, ed. Birgit Lindsnæs, Lone Lindholt and Kristine Yigen, The Danish Centre for Human Rights, March 2000 (reprinted 3 times)
- “National human rights institutions - standard setting and achievements” (with Birgit Lindsnæs), in Human Rights in Development. Yearbook 1998, ed. Hugo Stokke and Arne Tostensen, Kluwer Law International, 1999
- “Questioning the Universality of Human Rights. The African Charter on Human and Peoples’ Rights in Botswana, Malawi and Mocambique”, Dartmouth/Ashgate, 1997

Annex A. Examples of relevant (academic human rights education aspects) assignments for DIHR (1996 - 2013):

Name of assignment	Senior Adviser, Chief Consultant - Vietnam
Period of service and length	June 2008 - March 2013 (appr. 8 person months)
Location	Vietnam, Hanoi and Ho Chi Minh City. Based in DIHR office in Copenhagen, with frequent missions.
Client	The Danish Institute for Human Rights (funding from Danish Ministry of Foreign Affairs)
Main project features	“Good Governance and PAR” programme, Phase 1 and 2 (GOPA I and II, each valued at DKK 900.000), Vietnam. Support for three academic institutions: • Vietnam Academy of Social Science (VASS); • Hanoi National University, Faculty of Law (Human Rights Research Centre); • Ho Chi Minh Law University.
Position held	Senior Consultant/ Project Manager (based in DIHR office, with frequent visits)
Activities performed	All programme administration for both phases, including RBM advice and training, research capacity building and management, evaluation and “lessons learned” theory and practice, institutional learning, implementation and strategy development, knowledge transfer and M&E, as well as reporting according to programme LFA, as well as on-going monitoring and assistance to partner institutions on programme implementation according to overall framework and individual annual implementation plans.

	Responsibility for programme development and design as well as supporting documentation for tender in open competition for Phase II (2012 – 2015), successfully won. On-going support to and provision of advice for partner institutions in terms of broader institutional development and strategic approaches to implementation and development of projects and programmes as well as underlying activities.
--	---

Name of assignment	Senior Adviser, Chief Consultant – China Programme
Period of service and length	January 2001 - March 2013 (appr. 50 person months)
Location	China, Beijing and Guangzhou. Based in DIHR office in Copenhagen, with frequent travelling to China
Client	The Danish Institute for Human Rights (funding from Danish Ministry of Foreign Affairs)
Main project features	DIHR's China programme (various phases) supporting a wide variety of actors (academic, public, civil society) in relation to human rights. Funded by the Danish Ministry of Foreign Affairs.
Position held	Key Technical Expert
Activities performed	Implementation of DIHR's China Programme, including scoping and mapping of partners/intervention areas in 2001, 2004 and 2010; and design of programme components. Main focus in programme on collaboration with academic partners on knowledge transfer, research capacity building, policy and programme development including aspects of RBM and strategy development, with a focus on human rights and gender perspectives. Key partner institutions included academic institutions, public prosecution and legal aid mechanisms.

Name of assignment	Senior Adviser, Chief Consultant – Changchun, China
Period of service and length	January 2008 - December 2010 (appr. 3 person months)
Location	Changchun, China. Based in DIHR Copenhagen office, with frequent missions
Client	The Danish Institute for Human Rights (funded by the Royal Dutch Embassy, Beijing)
Main project features	Support for "Human Rights Course at North-East Normal University", Changchun, China,
Position held	Team Leader, Key Technical Expert
Activities performed	RBM advice and training for management, implementation of M&E theory and methods, knowledge transfer and academic and research capacity building and management.

Name of assignment	Senior Adviser, Chief Consultant – HAKI Afrika
Period of service and length	January 2001 - May 2008 (appr. 5 person months)
Location	East Africa (Uganda, Kenya, Tanzania). Based in DIHR Copenhagen office, with frequent missions
Client	The Danish Institute for Human Rights (funding from Danish Ministry of Foreign Affairs)
Main project features	Establishment and development of HAKI Africa, East African Network of University Teachers in Human Rights. An important area of the work covered scoping and mapping and project design, including RBM advice and training for management and staff, M&E and harvesting of "lessons learned" through evaluation and review processes, knowledge transfer, and academic and research capacity building and management.
Position held	Team Leader, Key Technical Expert
Activities performed	All aspect of management, i.e. overseeing and direct involvement in CSO scoping and mapping, needs assessment and project design (using PCM and LFA) aimed specifically at CSOs. Partner identification, programme and project development, QA in relation to administration and capacity building, all aspects of management, direct partner dialogue, trouble shooting, budgeting and financial administration and QA, staff management and advise/sparring and debriefing.

Name of assignment	Senior Adviser, Chief Consultant - Laos
Period of service and length	January 2007 - December 2008 (appr. 3 person months)

Location	Laos. Based in DIHR Copenhagen office, with frequent missions
Client	The Danish Institute for Human Rights (funding from Danish Ministry of Foreign Affairs)
Main project features	"Support to Human Rights Teaching", Laos National University and selected CSOs, 1-year project funded by the Danish Ministry of Foreign Affairs (based in DIHR office, with multiple visits). The assignment included technical and strategic advice to management especially in terms of RBM, academic counselling, M&E, knowledge transfer and academic and research capacity building and management.
Position held	Team Leader, Key Technical Expert
Activities performed	All aspect of management, i.e. overseeing and direct involvement in CSO scoping and mapping, needs assessment and project design (using PCM and LFA) aimed specifically at CSOs. Partner identification, programme and project development, QA in relation to administration and capacity building, all aspects of management, direct partner dialogue, trouble shooting, budgeting and financial administration and QA, staff management and advise/sparring and debriefing

Name of assignment	Senior Adviser, Chief Consultant - Iraq
Period of service and length	May 2004 - May 2008 (appr. 4 person months)
Location	Based in DIHR Copenhagen office, with frequent missions to Kuwait (DIHR staff prohibited for travelling into Iraq for security reasons)
Client	The Danish Institute for Human Rights (funding from Danish Ministry of Foreign Affairs)
Main project features	"Support for Basra University for human rights education". Technical and strategic advice in terms of RBM, M&E, academic counselling, knowledge transfer and academic and research capacity building and management.
Position held	Team Leader, Key Technical Expert
Activities performed	All aspect of management, i.e. overseeing and direct involvement in scoping and mapping, needs assessment and project design (using PCM and LFA). Partner identification, programme and project development, QA in relation to administration and capacity building, all aspects of management, direct partner dialogue, trouble shooting, budgeting and financial administration and QA, staff management and advise/sparring and debriefing.

Name of assignment	Senior Adviser, Chief Consultant - Yemen
Period of service and length	May 2004 - May 2008 (appr. 3 person months)
Location	Yemen. Based in DIHR Copenhagen office, with frequent missions
Client	The Danish Institute for Human Rights (funding from Danish Ministry of Foreign Affairs)
Main project features	"National University, Sana'a, on graduate and post-graduate human rights education" Technical and strategic advice in terms of RBM, M&E, academic counselling, knowledge transfer and academic and research capacity building and management.
Position held	Team Leader, Key Technical Expert
Activities performed	All aspect of management, i.e. overseeing and direct involvement in scoping and mapping, needs assessment and project design (using PCM and LFA). Partner identification, programme and project development, QA in relation to administration and capacity building, all aspects of management, direct partner dialogue, trouble shooting, budgeting and financial administration and QA, staff management and advise/sparring and debriefing.

Name of assignment	Senior Adviser, Chief Consultant - Uganda
Period of service and length	January 2002 – December 2004 (appr. 4 person months)
Location	Uganda. Based in DIHR Copenhagen office, with frequent missions
Client	The Danish Institute for Human Rights (funding from Danish Ministry of Foreign Affairs)
Main project features	Support for Master Programme, Makerere University, Kampala, responsible and key expert (based in DIHR office, with frequent visits). Programme included technical and strategic advice in terms of RBM for faculty management and key staff, M&E in terms of

	programme development and other PCM application, academic counselling, knowledge transfer, and academic and research capacity building and management.
Position held	Team Leader, Key Technical Expert
Activities performed	All aspect of management, i.e. overseeing and direct involvement in partner scoping and mapping, needs assessment and project design (using PCM and LFA. Partner identification, programme and project development, QA in relation to administration and capacity building, all aspects of management, direct partner dialogue, trouble shooting, budgeting and financial administration and QA, staff management and advise/sparring and debriefing.

Name of assignment	Senior Adviser, Chief Consultant – Benin, UNESCO Chair
Period of service and length	January 2002 - December 2006 (appr. 2 person months)
Location	Benin. Based in DIHR Copenhagen office, with frequent missions
Client	The Danish Institute for Human Rights (funding from Danish Ministry of Foreign Affairs)
Main project features	“Support for Human Rights programme, UNESCO Chair” M&E on implementation of project, including technical and strategic advice on activity planning and reporting as well as more overall sparring on development of academic programme within the institution. Academic counselling and input on e.g. course curricula. Programme included technical and strategic advice in terms of RBM for faculty management and key staff, M&E in terms of programme development and other PCM application, academic counselling, knowledge transfer, and academic and research capacity building and management.
Position held	Team Leader, Key Technical Expert
Activities performed	All aspect of management, i.e. overseeing and direct involvement in scoping and mapping, needs assessment and project design (using PCM and LFA). Partner identification, programme and project development, QA in relation to administration and capacity building, all aspects of management, direct partner dialogue, trouble shooting, budgeting and financial administration and QA, staff management and advise/sparring and debriefing.

Name of assignment	Senior Adviser, Chief Consultant – Hong Kong (EU)
Period of service and length	January 2002 - December 2006 (appr. 4 person months)
Location	Hong Kong. Based in DIHR Copenhagen office, with frequent missions
Client	The Danish Institute for Human Rights (funding from Danish Ministry of Foreign Affairs)
Main project features	“Support for Master Programme, Hong Kong University” Management of EU grant for support for Master programme in Human Rights, Hong Kong University. The programme aimed at supporting the establishment and on-going running of the Master Programme within the University. This includes e.g. RBM advice and individual training in relation to Programme Director and staff, M&E methodology application in terms of PCM for the programme, knowledge transfer and academic capacity building, research management curriculum development, academic programme design, designation of key academic resources. Strategic advice on e.g. recruitment of candidates for the programme, and establishment of links to other relevant academic institutions. Technical and strategic advice, academic counselling and fund raising with partner institution.
Position held	Team Leader, Key Technical Expert
Activities performed	Full responsibility for management of grant, including financial and budget administration, quality assurance of and support to the work of the partner under the contract, dialogue with the client and input on and QA on narrative reporting. On-going dialogue with donor (Europeaid desk) on all aspects of grant implementation, including financial and narrative progress and final reporting.

Name of assignment	Senior Adviser, Chief Consultant - Niger
Period of service and length	January 2002 – December 2006 (appr. 2 person months)
Location	Niger. Based in DIHR Copenhagen office, with frequent missions

Client	The Danish Institute for Human Rights (funding from Danish Ministry of Foreign Affairs)
Main project features	“Support for the National University, Niamey, to act as focal point for national human rights dialogue” Tasks included advice and sparring on M&E in terms of programme development and other PCM application, including RBM training and advice for management and core staff in terms of technical and strategic advice on activity-planning and reporting as well as more overall sparring on development of academic programme within the institution.
Position held	Team Leader, Key Technical Expert
Activities performed	Technical and strategic advice, academic counselling and input on national dialogue, knowledge transfer, and academic and research capacity building and management.

Name of assignment	Senior Adviser, Chief Consultant - Malawi
Period of service and length	January 1996 - September 1997 (appr. 3 person months)
Location	Based in DIHR Copenhagen office, with frequent missions to Malawi
Client	The Danish Institute for Human Rights (funding from Danish Ministry of Foreign Affairs)
Main project features	DIHR's Institute's programme for the Malawi National University in Zomba on development of its new programme on human rights academic education.
Position held	Designated strategic adviser
Activities performed	The assignment involved sparring with and provision of advice to the Faculty of Law and Political Science's senior management on the development of the programme, including course and curriculum design, as well as strategic advice. Sparring and input as well as QA in relation to narrative reporting and project descriptions and LFA. Tasks included advice and sparring on M&E in terms of programme development and other PCM application, including RBM training and advice for management and core staff in terms of technical and strategic advice on activity planning and reporting as well as more overall sparring on development of academic programme within the institution. Academic counselling and input on, knowledge transfer, and academic and research capacity building and management.