

CURRICULUM VITAE

- NAME** : **JØRGEN SKYTTE JENSEN**
- NATIONALITY** : Danish
Residing in Vietnam/Hanoi with a business visa
Permanent Australian Residence Visa + ABN (business) registration in Australia
- CONTACT DETAILS** : Address:
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Hanoi - Vietnam
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E-mail: jskytte@hotmail.com or jorgen.jensen@pi-email.org
- KEY QUALIFICATIONS** : More than 15 years of international work experience with institutional development, organisational change management and human resources development.
- Experienced team leader and technical adviser for programme and project identification and design, feasibility assessment, appraisal and review, including sector wide and regional programmes. Main experience from public sector institutions at national, departmental and municipal levels, NGOs, and labour market institutions.
- Specialised skills and competencies:
- ❑ programme design and development (LFA, Sector and Program-Based Approaches (SWAp));
 - ❑ organisational functionality, context, capacity and corporate culture appraisals and reviews including the use of SWOT, ROACH and SBA;
 - ❑ development of organisational change management approaches and strategy formation;
 - ❑ output, outcome and impact assessment and review (accountability, effectiveness and sustainability);
 - ❑ development and assessment of operational indicators and milestones for programme and project management, M&E and impact assessment.
 - ❑ management, training and leadership of innovation processes;
 - ❑ human resources development including training needs assessment, training of trainers, adult learning techniques, career planning and recruitment.
- Extensive technical knowledge on environmental and natural resource management has been gained from working with capacity development and organisational change management in public environmental institutions. Areas of detailed knowledge include biodiversity conservation, coastal zone management, industrial and urban pollution, solid and hazardous waste management, environmental education and awareness, environmental regulation and information systems.
- EDUCATION** : M.Sc. International Business Administration (MBA), Copenhagen Business School - Department of Intercultural Communication and Management, 1995.
Fields of specialisation:
 - International development studies and intercultural communication
 - Institutional development and organisational change management
 - Development economics and financial managementMaster Thesis: "Formal and Informal Systems of Power in Organisations" - Case Study on Systems of Power in the Directorate for the Environment in Nicaragua.
B.Sc. Engineering, Engineering College of Copenhagen, Denmark 1984-88.
- SUPPLEMENTARY EDUCATION** :
 - Accredited user of the MBTI personality analysis for team development and individual career planning, Centre for Management in Copenhagen. Nov. 2005
 - Managing Innovation Teams and Processes, Carl Bro, Denmark, June 2005
 - Accredited user of the personality analysis BTB for recruitment and career development, Centre for Management in Copenhagen, March 2005.

CURRICULUM VITAE : Jensen, Jørgen S.
(continued)

- Business Related Personality Test Methods, Centre for Management, DK, Jan.2005
- IDB, Regulatory Impact Analysis, La Paz Bolivia, 1 week Sept. 2000
- Danida Pre-Departure Training Course, Hornbækhus, 2 weeks Jan. 1999
- 12th Annual meeting of the Society for Conservation Biology in Sydney "Biodiversity Conservation: Myths and Realities", 1 week July 1998.
- UNDP/JPO Training Course, United Nations, New York, March 1998.
- Danida JPO Training Course, Hornbækhus, 3 weeks, Sept. 1997.
- Logical Framework Analysis, Carl Bro Management, 1995.
- Danida Workshop on Sustainable Development and the Project Cycle (Environmental Impact Assessment), 1 week 1994.
- Danida Workshop on Financial and Economic Analysis in the Project Cycle, 1993.

PROFESSIONAL ASSOCIATIONS :

Association of Lawyers and Economists, (DJØF), Denmark

AusAID Period Offer Contracts: Environment, Infrastructure, HR & Organisational Development

COUNTRIES OF WORK EXPERIENCE :

Australia, Bolivia, Cambodia, Czech Republic, Denmark, Guatemala, El Salvador, Honduras, Lao, Latvia, Malaysia, Mozambique, Nicaragua, Papua New Guinea, Poland, Tanzania, Vietnam

LANGUAGES :

DANISH :

ENGLISH :

SPANISH :

PORTUGUEES :

SPEAKING

WRITING

READING

Mother tongue

Excellent

Excellent

-

Excellent

Good

-

Excellent

Excellent

Fair

EXPERIENCE RECORD :

- 2008 - Consultant and Organisational Development Adviser for Prosperity Initiative (PI), Hanoi/Vietnam
- 2006 - Director INNOCaD Consultancy, Australia
- 2006 - 2008: Part time Team Leader for Development Impact Group with GHD Pty Ltd. (Hassall & Associates), ACT Australia
- 1999 - 2006: Senior Consultant, Carl Bro International, Denmark/Bolivia
- 1997 - 1998: Programme Manager, UNDP Papua New Guinea
- 1995 - 1997: Consultant, Carl Bro International, Denmark
- 1990 - 1995: Independent Consultant and MBA student, Denmark
- 1989 - 1990: Project Engineer, OC Consulting Engineers & Planners, Denmark
- 1988 - 1989: Danish Association for International Cooperation (MS), Denmark
- 1982 - 1984: Machine worker, KUWA Machine Factory, Denmark

Long-term overseas positions:

- Vietnam 2008 – present, Management Consultant
- Bolivia 2000-2003 (3,5 years) Team Leader Environment Sector Program
- Papua New Guinea 1997-98 (15 months) Programme Manager
- Nicaragua 1995-96 (8 months) Consultant

Summary of work experience

Aug. 2008 - date **Director INNOCaD Consultancy, Development Consultant residing in Vietnam**

August 2008 – ongoing: Prosperity Initiative (PI), Vietnam (Cambodia and Lao)

Part time organisational development adviser to PI. PI is a UK based and newly registered NGO in Vietnam working with value chain and market driven approaches to poverty reduction. Main sectors include bamboo, tourism, tea and coconut. See also www.prosperityinitiative.com Tasks include: - preparation of organisational development and change management framework for PI Vietnam including changes in organisational structure, work processes and leadership; support to the day-to-day organisational management in areas of HR development and management, performance management, and leadership; and coaching of the Executive Director in leadership and organisational management.

Employer: Prosperity Initiative (core funding from SDC, IFC, AusAID, Irish Aid and Oxfam Hong Kong)

Feb. 2006 – July 2008 **Director INNOCaD Consultancy, Development Consultant residing in Australia**

August 2006 – July 2008 GHD Pty Ltd. (former Hassall & Associates) Australia

Part-time Team Leader for GHD Hassall Development Impact Group (DIG). The DIG is designed to contribute to the continuous improvement of GHD Hassall's development impact through management of strategic knowledge and learning. Tasks comprise organisation and management of research on current development issues such as aid effectiveness. M&E techniques, capacity development, change management, gender, grant management, and anti-corruption with the aim to transfer and disseminate knowledge, innovations and best practices to GHD Hassall Canberra based and field staff. Deliverables by the DIG to date include: M&E Guideline and self-learning M&E DVD based on an M&E Seminar implemented in June 2007; Capacity Development Guideline; Grant Management Framework; guidelines for preparation of Post-Completion Reviews by departing GHD Hassall Team Leaders; advisory support to strengthening M&E systems in ongoing programs (focus on impact monitoring) as well as drafting M&E and capacity development sections for new HAI tender proposals.

Client: Hassall & Associates International - see also www.hassall.com.au

May 2008 Tanzania (2 weeks)

Consultant. Capacity needs assessment of the Climate Change Unit within the Department of Environment to coordinate and advice on climate change adaptation initiatives, funding and mainstreaming. Outputs: Capacity Assessment and Capacity Development Plan including a climate change training course for all sector ministries involved in adaptation activities.

Client: HP Consult / Danida, Denmark

Aug.+Nov. 2007, Jan., March+July 2008 – ongoing Malaysia (5x2 weeks)

Institutional Development Adviser to the Ministry of Environment (MNRE) – Malaysia/ Denmark Environment Program - Biodiversity Component. Technical assistance to prepare a five-year Strategic and Institutional Development Plan for biodiversity mainstreaming in the Ministry. Technical advisory support to an Intra-Institutional Task Force responsible for the preparation of the institutional assessment. Development of questionnaires, interview guides and framework for context, vision/mission, functionality, corporate culture and capacity assessments. Outputs: Institutional Assessment and Strategic Development Plan.

Client: Danida – Grontmij Carl Bro, Denmark

Jan. - Feb. 2007 Nicaragua, Guatemala and Honduras (5 weeks)

Consultant. Review cum Appraisal of the Danish Labour Union 3F's regional program in Central America including 19 counterpart organisations in three countries (Nicaragua, Guatemala, Honduras). Review and assessment of results and outcomes, 3F's program management, capabilities and overall performance. Further, appraisal and feasibility assessment of a new program proposal covering a two-year extension period (value USD 4 mill.). Outcomes: Review cum Appraisal Report.

Client: Danida - HN Consultants, Denmark

June – July 2006 Guatemala (3 weeks)

Institutional Development Adviser. Review and advisory support to long-term Institutional Strengthening Plan for the Ministry of Environment (MARN) including an assessment of the Ministry's human, financial and technical capacity.

Client: The Inter-American Development Bank and Carl Bro International, Denmark

April – August 2006 Hassall & Associates International - Australia

Part time contracted Senior Consultant and Capacity Development Adviser. Technical assistance to the preparation of technical proposals for international tender's including EOs, team composition, approach and methodology, etc.

Client: Hassall & Associates International, Australia

July 1999 – Jan. 2006

Senior Consultant, Carl Bro International - Denmark, working primarily in the areas of organisational and human resource development, training and capacity development in public sector institutions and NGOs including the following assignments:

May 2004 – Dec. 2005 Denmark (two courses per year)

Course Manager. Training Programme for 20 unemployed Graduates in "Innovation and Project Development". Through a tailored training course including 10 weeks of skills development in Carl Bro and 12 weeks on-the-job training in an innovative enterprise, the objective of the training programme is to upgrade the participants personally and professionally for job opportunities within innovation and project development. Carried out personality tests, training in curricula development, career planning and approaches for managing teams in innovation – 'the HRM dimension to innovation. Responsible for training approach and organisation, hiring of external lecturers and guest speakers, day-to-day management and facilitation of training programme.

Client: Job Centres of Copenhagen County (AF-Storkøbenhavn)

Aug. 2005 Denmark (2 weeks)

Trainer. Organisational Change Management Course. Carried out training sessions in "Approaches for Operational Change Management". Course participants from Africa and Asia working on Danida supported Sector Programmes.

Client: Danida Fellowship Centre (DFC)

June – July 2005 (5 weeks) Guatemala, Honduras and Nicaragua

Team Leader. Review cum Appraisal of the Danish Labour Union LO-FTF Council's Program in Central America. Review and assessment of overall program performance, deliverables (accountability), effects and changes (effectiveness), management and organisation (sustainability). Visits and brief assessments of partner organisations capacity and capacity changes to achieve and sustain development goals. Furthermore, appraisal of a proposed two years extension phase (value USD 4 mill.) with a particular focus on strengthening partner organisations management capability, advocacy and training programs, financial sustainability and overall compliance with The Strategy for Danish Support to Civil Society in Developing countries. Outcome: Review cum Appraisal Report and a follow-up Desk Appraisal Report in August 2005.

Client: Danida (HUM)

Feb. – May 2005 (3+4 weeks) El Salvador

Institutional Expert. Institutional capacity assessment of the Central American Institute for Environment and Development CCAD in El Salvador. Further, preparation of Institutional Strengthening Component Description Document for CCAD and Danida. The Component is part of the Danida Regional Environment Sector Programme Support to Central America.

Client: Danida (co-funded by SIDA and NORAD)

Aug. 2004 Bolivia (2 weeks)

Training Expert – Environment Sector Programme. Implementation of Training Needs Assessment and preparation of Training Plan for managers and technical staff in the Ministry of Works and one selected pilot Municipality (Santa Cruz). Training activities comprise solid and hazardous waste management, project management, process management, awareness, public consultation processes, legal and technical analysis.

Client: Danida and Bolivian Ministry of Works

Feb.-April 2004 Mozambique (4+4 weeks)

Institutional and Organisational Expert. Review cum Feasibility Study of the Integrated Coastal Zone Management Component within the Environmental Support Programme in Mozambique. Review and assessment of the institutional, human, technical and financial capacity of key national stakeholders to the Component including the Ministry of Environment MICOA, three regional departments, six municipal environmental units and the Centre for Sustainable Development CZM in Xai Xai. Outcome: Annual Review Report and New Component Description Document.

Client: Danida

Dec. 2003 – Feb. 2004 Denmark (2 weeks)

Trainer. Organisational Change Management Course, Delivery of training sessions in “Mission and Goals for Change” and “Change Management Cultures and Leadership”. Course participants from Africa and Asia working on Danida supported Sector Programmes.

Client: Danida Fellowship Centre (DFC)

Sept. 2003 – Jan. 2004 Denmark (10 weeks)

Course Manager and Trainer. Labour Offices of Copenhagen County, Training Programme for 20 unemployed Graduates. The objective of the training programme is to upgrade the participants personally and professionally for job opportunities within international project management through tailored training courses combined with on-the-job training in an international enterprise. Responsible for training in preparation of Curriculum Vitae and career planning, programme design and management and methodologies for institutional and organisational development.

Client: Labour Offices of Copenhagen County

Sept. 2003 – Dec. 2006 Denmark/El Salvador

Home based Project Manager – “Institutional Strengthening of Municipal Associations in El Salvador”. Day-to-day management of technical advisory team, budget control and contact to the client (ISDEM) and donor (SIDA).

Client: SIDA

Sept. (2 weeks) and Nov. (2 weeks) 2003 Bolivia

Institutional Advisor. Institutional and organisational analysis including a feasibility assessment of primary stakeholders involved in the Danida supported activity “Development of the National Strategy for Solid Waste Management” and two related pilot projects comprising “Hazardous and Industrial Waste Management”. Outcomes were

two technical proposals for the institutionalisation of the National Strategy and the two pilot projects. Bolivian counterpart was the Viceministry of Basic Services and the Municipality of Santa Cruz. The Waste Management activities are part of the Danida Environment Sector Programme Support to Bolivia.

Client: Danida

Feb. 2000 – June 2003 Bolivia (3½ years – long term position)

Team Leader and Institutional Adviser. Danida's Environment Sector Programme Support to Bolivia, Component: "Prevention and Mitigation of Pollution from Industries". Main responsibility and tasks included:

Programme Coordination and Management

- day-to-day management of component activities based in the Bolivian Vice-Ministry of Industry, Commerce and Exports;
- Team Leader and coordinator of team of international and national technical experts working in the areas of industrial pollution, cleaner technology, industrial zoning, awareness and advocacy, gender, information systems, environmental regulation, occupational health, waste management, training, HRD and institutional development;
- preparation of Terms of Reference and coordination of international as well as national short-term technical inputs to the Component;
- supervision of recruitment of national consultants and counterpart staff;
- progress reporting and day-to-day coordination with the client, Danida, and the Bolivian counterpart institutions (Ministry of Industry, Commerce and Exports, Ministry of Environment, Ministry of Works, and the National Industrial Chamber);
- supervision and monitoring of Danida funds to the Ministry of Industry,
- management of Carl Bro's budget in Bolivia;
- participation in the design of the programme monitoring system;
- ad hoc technical advisory support to the other components of the ESPS.

Training, HRD and skills development

- institutional development, organisational strengthening and human resources development in the Ministry of Industry, Commerce and Exports including development of an Organizational Manual comprising the new vision, mission, objectives, functions and work descriptions for all staff members;
- institutional analysis and capacity assessment in environmental authorities in relation to the design and development of a new industrial environmental regulation (RASIM);
- planning, organisation and training of a team of nine local change agents to be responsible for the implementation and enforcement of the new industrial environmental regulation (RASIM);
- development of training and capacity building plans for staff members in the Ministry of Industry, as well as, for departmental and local level environmental authorities;
- carried out training in strategy development, project cycle management and long-term action planning for managers and senior staff members;
- carried out training in intra- and inter-institutional cooperation and communication for managers as well as technical staff;
- planning and implementation of a three week training course on environmental management in the industry sector in Denmark for 10 Bolivian counterpart staff representing both the public and private sectors (implemented in Aug.-Sept. 2001);

Client: Danida, Bolivian Ministry of Environment and Ministry of Industry, Commerce and Exports

Aug. 1999 – Jan. 2000 (total of 6 weeks) Czech Republic and Poland

Team Leader. EU/PHARE funded project in the Black Triangle Region (Eastern Europe). Responsible for preparation and facilitation of 2 x 12 training sessions in Poland and

Czech Republic comprising training by international experts in the European Environmental Law, Directives and Treaties. Further, developing capacity amongst regional and local administration decision-makers to promote co-operation and understanding of the EU systems of environmental legislation and its implementation. The training sessions are part of the two countries EU accession process.
Client: European Union (PHARE framework programme)

Nov. – Dec. 1999 (4 weeks) Papua New Guinea

Consultant/Training Adviser on the World Bank funded project “Second Gazelle Restoration Project”. The program sought to restore the social and economic well-being of the East New Britain people that prevailed prior to the 1994 volcanic eruption. Tasks included a training needs assessment and development of training programme in general environmental management (EIA) for civil engineers, works supervisors and other technical staff at provincial and local level governments involved in road construction, rehabilitation and maintenance.
Client: World Bank

March-April 1999 (3 weeks) Latvia

Consultant, Danish Environmental Protection Agency and the Latvian Environmental Authority. Rewriting and completion of Project Document on Hazardous Waste Management, including assistance in the development of systems for dealing with hazardous waste and development of Terms of Reference for long and short-term experts. Twinning Arrangement between Latvia and Denmark.
Client: Danish Environmental Protection Agency and the European Union

Feb.-June and Sept.-Dec. 1999 (total of 2 x 8 weeks) Denmark

Course Manager and Trainer. Labour Offices of Copenhagen County, Training Programme for 16 unemployed Graduates. The objective of the training programme was to upgrade the participants personally and professionally for job opportunities within international project management through tailored training courses combined with on-the-job training in an enterprise. Training was carried out in Project Management, Strategies for Institutional and Organisational Development, Team-building, Cross-cultural Organisation, Preparation of Curriculum Vitae, Transfer of Knowledge, and Career Planning.
Client: Job Centres of Copenhagen County

Jan.-Feb. 1999 (5 weeks) Bolivia

Institutional Adviser. Feasibility Assessment of the component 5 on “Pollution Prevention and Mitigation in Industries” in Bolivia. The Component is one of five components in Danida’s Environment Sector Programme Support (EPSP) to Bolivia. Tasks comprised institutional and organisational assessment of the environmental authorities and their overall capacity at national and departmental levels to implement, enforce and monitor regulations for industrial pollution control. The output of the mission was a Component Description Document including job descriptions for the ESPS Document.
Client: Danida

Oct. 1997- Dec. 1998

United Nations Development Programme – Papua New Guinea (Long-term assignment)

Environment Portfolio Manager. In close cooperation with the Department of Environment and Conservation, responsible for development of a new environment programme for UNDP in Papua New Guinea. The portfolio included programme development and management, financial administration and monitoring of technical assistance to the following components:

Programme coordination and administration of a “Biodiversity Conservation and Natural

Resource Management” project, including an “Integrated Conservation and Development” (ICAD) project site. The project comprised several sub-components including institutional strengthening, capacity building, advocacy and data management in the Department of Environment and Conservation (DEC);

Development of an Integrated Conservation and Development (ICAD) and Sustainable Forestry project proposal, which comprise a six years extension of the above ICAD project. As facilitator for several LFA and planning workshops the proposal was developed in close cooperation with the Department of Environment and Conservation and The Nature Conservancy.

In cooperation with national and provincial governments, Conservation International (international NGO) and Conservation Melanesia (local NGO), responsible for developing a proposal for a “Marine Integrated Conservation and Development (MICAD)” Feasibility Study in Milne Bay province.

Administrative and advisory support to the nationally executed “Climate Change Enabling Activity” project in the Department of Environment and Conservation. The project is part of the Agenda 21 initiative.

Ad-hoc assistance to the project management of UNDP’s “Good Governance” programme “Strengthening National and Decentralised Planning Systems”. The programme included a capacity building component in four selected pilot provinces.

UNDP’s official representative on the Steering Committee for development of a Conservation Trust Fund in PNG and on the above mentioned nationally executed Climate Change Enabling Activity.

Employer: United Nations Development Programme (UNDP)

Aug. 1995 – Sept. 1997 Consultant, Carl Bro International Ltd. - assignments included:

Aug. 1997, Denmark

Consultant/trainer. Workshop on Danida’s Guidelines on Environmental Impact Assessment (EIA) for 15 middle level managers from Latin America representing the Central American Bank for Economic Integration (CABEI) and the Corporación Andina de Fomento (CAF).

Client: Danida/Copenhagen Business School

May 1996 – Sept. 1997, Denmark and Nicaragua

Project Coordinator. “Institutional Strengthening of INIFOM (Instituto Nicaragüense de Fomento Municipal)” – Nicaragua. Tasks comprised administrative and financial management of project activities including monitoring of the overall technical approach. Short-term Monitoring Mission (1 week Sept.97) to INIFOM/ Nicaragua including an assessment of general approach and methodology, follow-up on Logical Framework Approach, and planning of new activities.

Client: Danida

July 1997, Denmark

Consultant. Alteration of Danida’s framework for half-day workshop on “Environmental Impact Assessment (EIA) and Sector Programme Support”.

Client: Danida

Feb. – June 1997, Denmark and Poland

Project Manager: Organisational coordination of an NGO Congress in Poland under the

EU PHARE Programme “Black Triangle Project (BTP)”
Client: European Union

Dec. 1996: Denmark

Workshop Planner and Facilitator: Preparation and implementation of a Logical Framework Analysis (LFA) course for small Danish NGO's.
Client: NGO Project Advisory Services.

Sept. – Nov. 1996, Denmark

Training Course Coordinator and facilitator: Planning and implementation of a three weeks Fellowship Programme on Human Resource Development for six Namibians from the National Planning Commission.
Client: Danida Fellowship Centre

Aug. 1996, Denmark

Consultant: Preparation of Terms of Reference for the Pre-Accession Strategy on Institutional Assessment and Strengthening of the Ministry of Environment in the Czech Republic
Client: European Union.

Oct. 1995 – May 1996, Nicaragua (7 months)

Consultant/Institutional Adviser and MBA student - Master Thesis. Analysis of Systems of Power and Organisational Changes in the Institutional Support Programme for the General Directorate of the Environment (DGA) in Nicaragua. Furthermore, a synopsis on the Public Sector Reform in Nicaragua presented to the Danish Embassy in Managua.
Client: Danida and the Copenhagen Business School

Oct.-Dec. (5 weeks) 1995, Nicaragua

Consultant: Review Mission on the financial management systems in the Ministry of Natural Resources and the Environment (MARENA).
Client: Danida.

Aug.-Oct. 1995, Denmark (Norway and Sweden)

Course Coordinator and Facilitator - DanEduc/Carl Bro Management. Preparation and implementation of an Environmental Training Course in Denmark for 10 top-and medium level staff-members of the General Directorate of the Environment (DGA) in Nicaragua. The overall objective included an introduction to best environmental management practices in Denmark, Norway and Sweden.
Client: Danida Fellowship Centre

Aug. 1988 – July 1995

Independent consultant (and MBA student):

July 1995, Denmark

Consultant - Nils Boesen, Process & Change Consultancy. Editing and rewriting of the Project Document on Danida's Institutional Support Programme for the Directorate of the Environment (DGA) in Nicaragua.
Employer: Nils Boesen Process & Change Consultancy

May 1995, Denmark

Centre for Africa Studies. Lecturer/facilitator - Workshop on the methodology of “Objective Oriented Project Planning” (Logical Framework Approach).
Employer: University of Copenhagen, Centre for Africa Studies

Aug. 1993 – June 1995, Denmark

Copenhagen Business School. Lecturer assistant / tutor. Introduction to Project Cycle

Management.

Employer: Copenhagen Business School

July 1992 - June 1995, Denmark

Danida. Part-time employment in the Technical Advisory Services (TSA) in Danida. All round assistance in project administration, documentation and preparation primarily in energy, environment and industry projects. Employer: Danida

March 1995, Denmark

Ministry of Foreign Affairs – United Nations Social Summit in Copenhagen. Liaison Officer for the official representatives from Haiti and Jamaica.

Employer: Royal Danish Ministry of Foreign Affairs

Oct. 1992 – April 1993, Denmark (6 months on part time).

Junior Consultant - Carl Bro International. Desk-study and fact-finding on Danida's Co-Financing with the World Bank.

Employer: Danida

July 1991 – June 1995, Denmark

Handicap International. Member of Steering Committee in the Danish NGO Handicap International - Denmark.

Aug. 1989 – July 1990, Denmark (12 months)

Project Engineer - OC Consulting Engineers and Planners Ltd. in Denmark. Technical Adviser on renovation of distribution pipelines (gas, water, sewerage) and preparation of contractor's work description.

Employer: OC Consulting Engineers and Planner Ltd.

Aug. 1988 - July 1989, Denmark (12 months)

The Danish Association for International Co-operation (Mellemløst Samvirke – Danish NGO). Auxiliary Secretary (12 months). Performance of organisational tasks as well as PR activities with regard to the journal for members of the association the "MS-Revy".

Employer: The Danish Association for International Co-operation (NGO)

Jan. – July 1987, Central America (6 months)

Honduras. (2 months) Volunteer TA to the Catholic Relief Services "Water Supply project" in a UNHCR refugee camp in San Antonio.

Nicaragua (2 months); Volunteer technical assistant in a Danish Brigade (Kolding Højskole) in Winston Castillo, construction of a school.

Aug. 1982 - 1985, Denmark

Mechanic. Machine factory KUWA - Denmark. Production of machine elements for metallic industries.

Employer: KUWA Machine Factory

Referees

Available upon request.