

NAME : **JØRGEN SKYTTE JENSEN**

NATIONALITY : Danish

POSITION : Director – Senior Consultant

CONTACT DETAILS : **IMPAKT ApS** CVR: 33060602  
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KEY QUALIFICATIONS : 20 years of international work experience with public sector organisational capacity assessment and development, organisational change management, human resources and skills development. Experienced team leader and technical adviser for program formulation and design, appraisal and review, including sector wide and regional program approaches. Main working experience from public sector institutions at national, departmental and municipal levels, (I)NGOs, business and labour market institutions.

Specialised skills and competencies:

- program formulation, design and development (SWOT, LFA, Systems Theory, Sector and Program-Based Approaches);
- organisational functionality, context, capacity and corporate culture assessment
- program appraisal and review including the use of ROACH and SBA;
- participatory organisational development and change management;
- output, outcome and impact assessment, reporting and evaluation on accountability, effectiveness and sustainability;
- development and assessment of operational indicators and milestones for program and project management, M&E frameworks and impact assessment.
- public sector reform management training and leadership formation;
- human resources development including training needs assessment (online), training of trainers, adult learning techniques, career planning and recruitment including the use of MBTI, BtB and other personality analytical tools.

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: climate change adaptation, biodiversity conservation, coastal zone management, industrial and urban pollution, environmental education and awareness, environmental regulation and information systems.

Main clients: Danida, One UN, UNDP, UNICEF, EU, WB, AusAID, IDB and INGOs

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
- Organisational development and change management
- Development economics and financial management

Master Thesis: "Formal and Informal Systems of Power in Organisations"

B.Sc. Engineering, Engineering College of Copenhagen, Denmark 1984-88

- SUPPLEMENTARY EDUCATION : - Coaching and Mentoring Techniques, Association of Lawyers & Economists, Denmark, 08/2010  
 - Certified user of the MBTI (JTI) personality analysis tool for team development and individual career planning, Centre for Management in Copenhagen. 11/ 2005  
 - Managing Innovation Teams and Processes, Carl Bro, Denmark, 06/ 2005  
 - Certified user of the personality analysis tool BTB for recruitment and career development, Centre for Management in Copenhagen, 03/2005.  
 - Business Related Personality Test Methods, Centre for Management, DK, 01/2005  
 - IDB, Regulatory Impact Analysis, La Paz Bolivia, 09/2000  
 - UNDP, Development Policy Training Course, United Nations, New York, 03/1998  
 - Logical Framework Analysis, Carl Bro Management, 07/1995  
 - Danida Course on Environmental Impact Assessment, 10/1994  
 - Danida Course on Financial and Economic Analysis in the Project Cycle, 1993.
- PROFESSIONAL ASSOCIATIONS : - Association of Lawyers & Economists, (DJØF), Denmark  
 - Member of Mentor Team, Association of Lawyers & Economists (DJØF), Denmark  
 - Tutor, Copenhagen Business School (CBS), Denmark  
 - Associated Consultant to House of Development, Denmark  
 - Associated Consultant to Effective Development Group (EDG), Australia
- COUNTRIES OF WORK EXPERIENCE : Afghanistan, Australia, Bolivia, Czech Republic, Denmark, Guatemala, El Salvador, Honduras, Kenya, Latvia, Malaysia, Mozambique, Nicaragua, Papua New Guinea, Poland, Tanzania, Vietnam
- |            |   |               |           |           |
|------------|---|---------------|-----------|-----------|
| LANGUAGES  | : | SPEAKING      | WRITING   | READING   |
| DANISH     | : | Mother tongue |           |           |
| ENGLISH    | : | Excellent     | Excellent | Excellent |
| SPANISH    | : | Excellent     | Good      | Excellent |
| PORTUGUESE | : | Limited       |           | Basic     |
- CAREER RECORD : 2006 – Director and Senior Consultant, IMPAKT Denmark/Australia/Vietnam  
 2008 - 2009 *Consultant and Organisational Development Adviser, Prosperity Initiative (PI), Vietnam*  
 2006 - 2008: *Manager of Development Impact Group, GHD Pty Ltd. (Hassall & Associates), ACT Australia*  
 1999 - 2006: Senior Consultant, Carl Bro International, Denmark/Bolivia  
 1997 - 1998: Environment 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 (Action Aid), Denmark
- Long-term overseas positions:  
 - Vietnam 2008-2010 (2 years), Director and Senior Consultant  
 - Australia 2006-2008 (2½ years), Manager and Senior Consultant  
 - Bolivia 2000-2003 (3½ years) Team Leader, Environment Sector Programme  
 - Papua New Guinea 1997-98 (15 months) Environment Programme Manager  
 - Nicaragua 1995-96 (8 months) Organisational Development Consultant

### Summary of Professional Experience

Date from - Date to	Location	Company / Contact	Position	Description
May-June 2011	Bolivia	Danida/TAS, Mrs. Silke Westphal <a href="mailto:silkwe@um.dk">silkwe@um.dk</a>	Inst. Capacity Assessment Consultant	Appraisal of proposal for Extension of Environment Programme Support to Bolivia (2012-2013). Particular focus on: institutional and human capacity to manage and implement programme components, capacity development, sustainability and aid effectiveness.
April-July 2011	Denmark	Ministry of Energy, Mr. Asger Olsen <a href="mailto:aso@ens.dk">aso@ens.dk</a>	Change Management Consultant	Change management advisory support to Department of Climate Change at Danish Ministry of Energy and Climate Change. Carried out MBTI (JTI) personality analyses on all staff (20) including individual feed-back, implemented and facilitated team day for all staff with focus on personality types (JTI), interpersonal communication and organisation preferences and challenges. Ad hoc coaching of internal change management team in task organisation, distribution and monitoring.
April 2011	Vietnam	UNICEF-Vietnam <a href="mailto:raramirez@unicef.org">raramirez@unicef.org</a>	HR Consultant	In conjunction with UNICEF's transition towards a new five Development Programme in Viet Nam prepared a HR Strategy to support an internal restructuring and human resources management process.
Feb.-June 2011	Vietnam	One UN-Vietnam (RCO) <a href="mailto:louise.nylin@one.un.org">louise.nylin@one.un.org</a>	Senior Consultant	As part of the next One UN Plan (UNDAF) 2012-2016 carried out a review of human capacities within UN agencies in Vietnam including a baseline report of the human resource profile for the One UN as of 2011. The assignment included development and implementation of an online assessment survey. 17 individual UN agency reports (HR Profile overview) and a One UN HR Capacity Review Report. 720 staff participated in the survey.
Jan.-May 2011	Denmark	MVH Consult (Danida) <a href="mailto:mvhconsult@mail.dk">mvhconsult@mail.dk</a>	Senior Consultant	Design of guidelines and application form for middle sized Danish NGOs applying for a programme framework with the Danish Ministry of Foreign Affairs (HUC).
Dec.2010- July 2011	Denmark	3F, Danish Trade Union <a href="mailto:jesper.nielsen@3f.dk">jesper.nielsen@3f.dk</a>	Senior Consultant	Technical assistance and capacity development of staff to carry out Impact Assessment of ongoing and planned projects and programmes. Implementation of training workshops, development of Impact Assessment Manual and ad hoc TA support to regional office staff.
Nov. 2010	Denmark	Danida/HUC, Mrs. Tony Michelsen <a href="mailto:tonmic@um.dk">tonmic@um.dk</a>	Trainer	2 x 1 day workshop on "Monitoring and Evaluation - How to ensure accountability and promote learning". Danida's Workshop for Regional Organisations Promoting Gender Equality in Africa.
Aug.-Oct. 2010	Denmark, Kenya	Danida/HUC, Mrs. Ellen Buck Hansen <a href="mailto:ellbuc@um.dk">ellbuc@um.dk</a>	Capacity Assessment Consultant	Appraisal and capacity assessment of the Danish NGO "Organisation for Sustainable Energy" (OVE). In relation to OVE's application to the Danish Ministry of Foreign Affairs for a programme framework agreement carry out an organisational capacity assessment of OVE's main office in Denmark and an appraisal of project activities in Kenya.
July – Sept. 2010	Denmark	Danida/HUC, Mrs. Grethe Ditmer <a href="mailto:gredit@um.dk">gredit@um.dk</a>	Capacity Assessment Consultant	Capacity assessment of the Danish NGO "AC International Child Support". In relation to AC's application to the Danish Ministry of Foreign Affairs for a programme framework agreement carry out an organisational capacity assessment of AC's main office in Denmark as well as a desk appraisal of project activities in Bolivia and Nepal.

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Aug.2009 – ongoing (July 2011)	Vietnam	Danida, Danish Embassy Hanoi and MONRE <a href="mailto:thaodo@um.dk">thaodo@um.dk</a> and <a href="mailto:afpoulsen@gmail.com">afpoulsen@gmail.com</a>	Institutional and Human Resources Development Consultant	Results-Based M&E and Baseline Study for the National Target Programme to Respond to Climate Change (NTP-RCC). Duties include mapping of institutional capacity (Readiness Assessment), mandates, HR, budgets of relevant ministries (MPI, MARD, MONRE) and Provinces (Ben Tre, Quang Nam), identification of existing relevant indicators, preparation of programme outcome indicators, review of baseline indicators, framework for institutional sustainability and capacity development requirements within the Ministry of Environment, the Standing Office for Climate Change and other key Government agencies.
Apr.-May 2010	Bolivia	Danida/TAS, Mr. Lars Christian Oxe <a href="mailto:laroxe@um.dk">laroxe@um.dk</a>	Institutional Development Consultant	Institutional Development Consultant. Appraisal of the Danish Support Programme to Agriculture and Private Sector Development in Bolivia (2011-2015). Assessment of Component Description Documents, programme management modality including budget support and SWAp designs, national institutional capacities to implement the programme and overall sustainability.
Feb.-Apr. 2010	Nicaragua Guatemala El Salvador	VNG International, Mrs. Irene Oostveen <a href="mailto:irene.oostveen@vng.nl">irene.oostveen@vng.nl</a>	Consultant	LOGO South VNG Association Capacity Building Programme for Central America. Review and assessment of progress made by the three Central American umbrella municipal organisations ANAM, COMURES and AMUNIC 2007-2010. Brief organisational assessment, assessment of financial sustainability, aid effectiveness and capacities for municipal service delivery.
Oct.2009 – Jan. 2010	Afghanistan	Danida/TAS, Mr. Kristian Edinger <a href="mailto:kriedi@um.dk">kriedi@um.dk</a>	Consultant	Appraisal of Danish Support Programme to Education in Afghanistan. According to Danida Aid Management Guidelines provide quality check of the content and modalities of the proposed support programme. Particular emphasis on organisational capacity assessment in the Ministry of Education
Aug. – Dec. 2009	Vietnam	UNDP Vietnam, Mrs. Patricia Barrandun <a href="mailto:patricia.barandun@undp.org">patricia.barandun@undp.org</a>	ST Quality Assurance Adviser	Ministry of Agriculture and Rural Development (MARD) – Public Administration Reform (PAR) – MARD Macro Management Ministry Project funded by UNDP and the Dutch Government. Duties: Provide technical advisory support and quality assurance on all activities related to the current process of change management support by the project. Preparation and advisory support to the development of a Macro Management Model for MARD including a Functional analysis of existing structures, work processes, management and leadership culture, capacity assessment (skills/knowledge/ attitude), decentralisation, deregulation and outsourcing of service delivery.
Aug.09 – Nov.09	Guatemala / Honduras	Danida/TAS via capacitate a/s	Review Consultant	Technical Review of the Danish NGO RCT – Rehabilitation and Research Centre for Torture Victims. Areas of responsibility includes: Review of RCT's internal organisational management and aid effectiveness, partner relations and capacity development approaches, and compliance with Danida's Strategy for Civil Society.
May-June 2009	Vietnam	One UN (UNESCO) Mrs. Vibeke Jensen <a href="mailto:v.jensen@unesco.org">v.jensen@unesco.org</a>	Facilitator / consultant	Preparation of strategy paper for the One UN PCG 8 on Sustainable Development. Facilitation of workshop and drafting of Strategy Paper for enhanced coordination, harmonisation and alignment with the National Agenda 21 Strategy and the Draft One UN Plan.
April09 – June 09	Guatemala / Honduras / Nicaragua	Danida/TAS via INKA Consult	Review / Appraisal Consultant	Review cum Appraisal of the Danish Labour Union 3F's regional program in Central America including an assessment of counterpart organisations in three countries (Nicaragua, Guatemala, Honduras). Review and assessment of results and outcomes, M&E framework and approach, 3F's program management, capabilities and overall performance. Further, appraisal and feasibility assessment of a new program proposal covering a two-year extension period.

Aug.08 – Feb.09	Vietnam	Prosperity Initiative (UK-NGO)  Director Dr. John March	Organisational Development Advisor and Acting HR Manager	Organisational development adviser/consultant 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. Tasks included: - 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 development including support to PI's Executive Management Team and Board of Directors. Core funding from SDC, IFC, AusAID, Irish Aid and Oxfam Hong Kong
May.06- Aug.08	Australia  Tanzania  Malaysia  Central America	GHD Hassall Pty. Ltd  Mr. Steward Norup	Manager of Development Impact Group (DIG) and Senior Consultant	<p>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&amp;E techniques, capacity development, change management, gender and grant management. Other relevant consultancy assignments:</p> <ul style="list-style-type: none"> <li>▪ <b>Tanzania.</b> Capacity Development Proposal for Climate Change Unit in the Ministry of Environment, Danida, May08</li> <li>▪ <b>Malaysia.</b> Preparation of a five-year Strategic and Institutional Development Plan for biodiversity mainstreaming in the Ministry of Environment. Technical advisory support to an Intra-Institutional Task Force responsible for the preparation of the institutional assessment and development strategy. Danida, Aug.07-July08</li> <li>▪ <b>Nicaragua, Guatemala, Honduras.</b> Review cum Appraisal of the Danish Labour Union 3F's regional program in Central America including 19 counterpart organisations in three countries. Danida, Jan.-Feb.07</li> <li>▪ <b>Guatemala.</b> Review and advisory support to long-term Institutional Strengthening Plan for the Ministry of Environment including an assessment of the Ministry's human, financial and technical capacity. IDB, Jun.-Jul.06</li> </ul>

<p>Jul.03 - Apr.06</p>	<p>Denmark  Central America  Bolivia  Mozambique</p>	<p>Grontmij-Carl Bro  Mr. Henrik Tornblad  <a href="mailto:henrik.tornblad@grontmij-carlbro.dk">henrik.tornblad@grontmij-carlbro.dk</a></p>	<p>Senior Consultant</p>	<p>Working primarily in the areas of organisational and human resource development, training and capacity development in public sector institutions and NGOs. Relevant consultancy assignments:</p> <ul style="list-style-type: none"> <li>▪ <b>Denmark:</b> Training 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</li> <li>▪ <b>Denmark:</b> Trainer at Organisational Change Management Courses. Carried out training “Approaches to Operational Change Management” for course participants from Africa and Asia working on Danida supported Sector Programmes. Danida Fellowship Centre 2003-05</li> <li>▪ <b>Nicaragua, Honduras, Guatemala.</b> 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). Danida, Jun.-Jul.05</li> <li>▪ <b>El Salvador.</b> Institutional capacity assessment of the Central American Institute for Environment and Development CCAD. Preparation of Institutional Strengthening Component Description Document. Danida (Sida), Feb.-Mar.05</li> <li>▪ <b>Bolivia.</b> 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. Training activities comprise solid and hazardous waste management. Danida Aug.04</li> <li>▪ <b>Mozambique.</b> Review cum Feasibility Study of the Integrated Coastal Zone Management Component within the Environmental Support Programme. Review and assessment of 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. Danida, Feb-Apr.04</li> </ul>
<p>Feb.00 – Jun.03</p>	<p>Bolivia</p>	<p>Grontmij-Carl Bro</p>	<p>Team Leader – Environment Sector Programme</p>	<p>Long-term Team Leader and Institutional Adviser. Danida’s Environment Sector Programme Support to Bolivia, Component: “Prevention and Mitigation of Pollution from Industries”. Based in the Ministry of Industry and Commerce. Responsible for day-to-day management of the Component and the development of a new Industry and Environment Unit within the Ministry.</p>

Jan.99 – Jan.00	Denmark Poland Czech Republic Latvia Bolivia	Grontmij-Carl Bro:	Senior Consultant	<p>Selected assignments:</p> <ul style="list-style-type: none"> <li>▪ <b>Poland and Czech Republic.</b> 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 the two countries comprising training by international experts in the European Environmental Law, Directives and Treaties. EU, Aug.99-Jan.00</li> <li>▪ <b>Papua New Guinea.</b> Consultant/Training Adviser on the World Bank funded project “Second Gazelle Restoration Project”. 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. World Bank, Nov.99</li> <li>▪ <b>Latvia.</b> Consultant, Danish Environmental Protection Agency and the Latvian Environmental Authority. Rewriting and completion of Project Document on Hazardous Waste Management. Apr.99</li> <li>▪ <b>Bolivia.</b> Feasibility Assessment of “Pollution Prevention and Mitigation in Industries” Component in Bolivia. 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. Danida. Feb.99</li> </ul>
Oct.97 – Jan.99	Papua New Guinea	UNDP: Dep. Res. Rep. Finn Reske-Nielsen	Environment Programme 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. Programme focus on terrestrial and marine biodiversity conservation.
Jul.96 – Sep.97	Denmark	Grontmij-Carl Bro	Consultant	Consultant working primarily with HRD, training and skills development in Denmark.
Sep.95 – May.96	Nicaragua	Grontmij-Carl Bro	Technical Adviser	Technical assistance to the organisational development of the National Directorate of Environment within the Ministry of Environment. Danida Environment Sector Programme Support.
1990 – 1995	Denmark, Central America	Various, Copenhagen Business School	Independent Consultant	Short-term consultancy assignments in HRD and skills development. MBA Student at CBS. Master thesis: “Power Relations In and Around Organisations. Case study in the Ministry of Environment in Nicaragua”. Part-time Student Assistant at Danida/TSA
1988 - 1989	Denmark	OC Engineers & Planners	Project Engineer	Technical Adviser on renovation of distribution pipelines (gas, water, sewerage) and preparation of contractor’s work description.
1987-1988	Denmark	Action Aid (MS)	Office Assistant	Unit of Membership and Communication “PR-Revvy”.

Signature:

Date: