

Curriculum Vitae (CV) Morten Emil Hansen

Name:	Morten Emil Hansen
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Morten Emil Hansen has worked as an independent consultant for almost 10 years. Previously, he played a central role in Danish and European civil society e.g., as Special Advisor at the LEGO Foundation, Head of Secretariat of Concord Denmark, Head of Secretariat at Danish NGO-forum, Head of Policy and Campaign at ActionAid Denmark, Senior Political Adviser at DanChurchAid and Senior Policy Adviser at Oxfam. He has substantial working experience from the field, and he worked almost ten years as independent consultant based in Addis Ababa (2018-2021), Copenhagen (2015-2018) and Accra (2012-2015). Morten managed the Danish and European CSO activities during Denmark's EU Presidency in 2012 as Head of Secretariat of Concord Denmark and co-chair of the Concord Europe Policy Forum. He has a strong SDG background as long-term consultant for Beyond 2015 and in-dept knowledge of education policy from LEGO Foundation (2022-2023), Global Partnership for Education (2017-2018), and the ONE Campaign (2016-2018). His experience includes positions as political advisor and change manager to CEOs and boards in some of the largest European development organizations.

Key competencies

General	Policy & Research
<ul style="list-style-type: none"> • 25 years of experience and almost 10 years as independent consultant • Political advisor and change manager to boards and CEOs in some of the largest European INGOs • Extensive in-country experiences from more than 25 developing countries 	<ul style="list-style-type: none"> • Expert in designing, implementing, and evaluating advocacy strategies and policy programmes • Strong SDG background and expert on global financial institutions and Nordic aid strategies • Author and editor of numerous policy reports, research briefs and policy positions
Communication & Campaigning	Programme & Facilitation
<ul style="list-style-type: none"> • Significant background in journalism, strategic communication, and evidence-based data • Profound experience in managing and evaluating popular engagement and campaigns • Professional Conference Organizer (PCO) and substantial experience in outreach and events 	<ul style="list-style-type: none"> • Solid experience with M&E, baseline, theory of change and mainstreaming • Specialized in organizational development, strategic planning and change management • Strong background in co-creation, participatory processes and multi-stakeholder engagement

Education

Institutions	Degree	Dates
Aarhus University	Master in Ethics and Values in Organizations	09/2007 - 06/2009
University of Cape Town	Research Fellow	01/2000 - 07/2000
University of Roskilde	Bachelor in Geography and International Development	09/1996 - 01/2000
Aalborg University	Two semesters in Social Studies	09/1995 - 06/1996

Employment Record

Dates	Name of organization	Positions
02/2023 - current	Policy Advice	Partner and Senior Consultant (also from 07/2012 - 06/2021)
03/2022 - 02/2023	LEGO Foundation	Special Advisor (Director): Leading on the Transforming Education Summit (TES) and advisor to Head of Centre for influencing and Partnerships.
04/2021 - 03/2022	Danish Alliance for Education in Emergencies	Coordinator: Launching a new alliance of parliamentarians, private companies, foundations, UN agencies, and civil society organisations.
07/2012 - 06/2021	Policy Advice	Partner and Senior Consultant: Clients include Danish AIDS Fund, Beyond 2015, Bread for the World, CARE, CISU, Christian Aid, Church of Sweden, Concord Europe, Danida, Danish Institute for Human Rights, Diakonia, Disabled Peoples Organisation Denmark, FinnChurch-Aid, DanChurchAid, Global Focus, Global Partnership for Education, HEKS, IBIS, ICCO, Institute of Economic Affairs, KEPa, Laudes Foundation, LEGO Foundation, MS ActionAid, NGO-Forum, Norwegian Church Aid, ONE, Oxfam, PLAN, Roskilde Festival, Tax Dialogue, Timbuktu Foundation, World Best News Campaign and the Danish 92-Group.
05/2013 - 05/2015	CARE Ghana	Senior Policy and Advocacy Advisor: Long-term policy and advocacy support to CARE Ghana's Civil Society Programme on mining, oil, gas and forests in Ghana.
02/2013 - 01/2015	IEA Ghana	Senior Trade Advisor: Heading the Trade and Development Research Programme with focus on EU and Ghana trade relations.
06/2010 - 07/2012	Concord DK	Head of Secretariat: Overall responsibility for Concord Denmark's policy priorities and the joint CSO programme during the Danish EU Presidency. Co-chair of the Concord Europe Policy Forum (Brussels).
01/2010 - 08/2010	MS ActionAid	Head of Policy and Campaign: Overall responsible for campaigning, volunteer activities and policy research. Development of MS ActionAid's new national strategy.
02/2007 - 01/2010	DanChurchAid	Senior Policy Advisor: Personal adviser to the Secretary General. Responsible for DCA's policy communication. Support to campaign and communication units. Co-founder of the African Youth Panel.
02/2007 - 01/2010	NGO forum	Head of Secretariat: Management of secretariat, dialogue with politicians, ministries, and strategic partners. Co-founder of the World Best News campaign and lead author of 30 political briefings.
01/2002 - 02/2007	OxfamIBIS	Senior Policy Advisor: Personal adviser to the Secretary General. Responsible for Danish and European campaigning. Co-founder of the Humour Against AIDS and Make Poverty History campaigns.
08/2000 - 12/2001	North/South Coalition	Policy Coordinator: Management of the secretariat, Editor of Denmark's first electronic development newsletter. Co-founder of the Jubilee Campaign.
09/1997 - 02/2000	OxfamIBIS	Information Officer: Assisting the Head of Communication. Editor of magazines and publications. Acting Head of Communication in shorter periods.

Languages

Language	Speaking	Reading	Writing
Danish	Mother tongue	Mother tongue	Mother tongue
English	Fluent	Fluent	Fluent
Spanish	Intermediate	Intermediate	Intermediate

In-country experiences (permanent residency)

Country	Period
Ethiopia (Addis Ababa)	August 2018 - June 2021
Ghana (Accra)	August 2012 - June 2015
South Africa (Cape Town)	February 2000 - July 2000
Namibia (Windhoek)	January 1995 - June 1995
South Africa (Pretoria)	August 1994 - December 1994

Professional experience

Name of assignment	Review of Partners for New Economy (P4NE) grant-making portfolio
Year	2021 (4 months)
Location	Denmark
Client	Laudes Foundation
Main project features	Portfolio review of the grant-making of Partners for New Economy (P4NE)
Position held	Lead consultant
Activities performed	Review of outcomes and lessons learned from Partners for New Economy's (P4NE) grant-making portfolio of the past five years. The review covered outcomes under the categories of 1) New Economic Thinking, Approaches and Narratives; 2) New Models of Money and Banking, and 3) Enterprise for a Liveable Future, and served as input to the Theory of Change reconstruction, and the baseline for new initiatives.

Name of assignment	Facilitating the design of new Danish Alliance for Education in Emergencies
Year	2020 (3 months)
Location	Denmark
Client	Save the Children Denmark and PLAN Bornefonden
Main project features	Facilitate the design and formulate application for ECW's Acceleration Facility
Position held	Lead consultant
Activities performed	Facilitating dialogue between key stakeholders from Parliament, private sector, UN organisations and CSOs. Developing Inception report, scoping report, full application to ECW's Acceleration Facility and providing recommendations on organisational set-up and staffing.

Name of assignment	Designing new programme to Selected CSOs and Think Tanks in Ghana
Year	2019 (3 months)
Location	Ghana
Client	The Royal Danish Embassy
Main project features	Prepare and formulate new programme to selected Civil Society Organisations and Think Tanks in Ghana.
Position held	Lead consultant
Activities performed	Mapping of policy priorities of national CSO partners. Conduct due diligence of five organisations based on interviews and desk review of internal documents, e.g. strategies, progress reports, policies, auditor reports etc. Developing

	programme document, context analysis, results framework, risk management and partner agreements. Provide recommendations on modalities and VfM.
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Name of assignment	Development of Regional Youth Policy Programme
Year	2019 (4 months)
Location	Ghana, Sierra Leone and Liberia
Client	OxfamIBIS
Main project features	Design a youth focused programme that strengthens mainstreaming of youth as a key target group in Oxfam IBIS' programmes and provide recommendations for specific interventions to enhance youth partners participation in national, regional and global youth policy processes.
Position held	Lead consultant
Activities performed	Visits to Ghana, Sierra Leone and Liberia. Interviews and mapping of policy priorities and potential national partners, regional and global youth CSO networks. Debriefing notes for country offices. Develop programme document, ToC, results framework and working plan for inception phase (2019-2020).

Name of assignment	Continental Citizen Report and eight Country Citizens briefs
Year	2019 (3 months)
Location	Africa
Client	ActionAid International
Main project features	Drafting one Continental and eight Country Citizens briefs for ActionAid focussing on the challenges of ratification, implementation and reporting of the African Charter on Democracy, Elections and Governance (ACDEG).
Position held	Lead consultant
Activities performed	Drafting the Continental Citizen Report and eight Country Citizens briefs guided by the Citizen Report Methodology based on legal analyses, Afrobarometer and community score cards. The reports covered Ghana, Mozambique, Nigeria, Sierra Leone, Tanzania, Uganda, Zambia and Zimbabwe.

Name of assignment	Analytical support and strategic collaboration
Year	2016-2018 (24 months)
Location	Nordic countries
Client	Oxfam funded by Gates Foundation
Main project features	Strategic policy analysis on Nordic aid and analysis of Nordic countries financing of in-donor refugee costs
Position held	Nordic consultant
Activities performed	Coordinating the Nordic Aid Defence project for Oxfam IBIS (funded by Gates Foundation) aiming to promote strategic collaboration among Nordic development organizations in Denmark, Sweden, Norway and Finland.

Name of assignment	Strategy facilitation
Year	2018 (4 months)
Location	Denmark
Client	The Danish Institute for Human Rights (DIHR)
Main project features	Facilitate a strategic plan for DIHR's future work in Human Rights and Security, Human Rights Governance, and Rule of Law/Access to Justice.
Position held	Lead consultant
Activities performed	Develop and analyses of questionnaires for the three priority areas, develop three short think pieces with proposals for future actions, facilitate three thematic workshops (one day each) and draft strategic plan with concrete priorities, actions and milestones for 2019-2022.

Name of assignment	Change management
Year	2015-2018 (36 months)
Location	Global
Client	Bread for the World, Christian Aid, Church of Sweden, DanChurchAid, Diakonia, FinnChurchAid, ICCO and Norwegian Church Aid.
Main project features	Change manager with focus on alignment and harmonization for CEOs and International Directors in eight of the largest development organisations in Denmark, Germany, Netherlands, Norway, Sweden and United Kingdom.
Position held	Change manager consultant
Activities performed	Organizing regular committee meetings, drafting work plans and MOUs, facilitating strategic collaboration at HQ and country level and gathering evidence and learning from new multi donor models in six countries; Bangladesh, Guatemala, Kenya, Myanmar, South Africa and Zimbabwe.

Name of assignment	Developing a new Global Disability Policy Programme
Year	2018 (4 months)
Location	Denmark
Client	Disabled People's Organisations Denmark (DPOD)
Main project features	Facilitate and develop DPODs new Global Policy Programme (2018-2021)
Position held	Lead consultant
Activities performed	Facilitate participatory process to identify future policy priorities. Strategic mapping of regional and global partners and policy priorities with specific focus on African Union (AU), developing programme summary and full programme, results framework and analysis of HR capacity.

Name of assignment	New strategy for CSO programme on Extractives and Climate Change
Year	2018 (3 months)
Location	Ghana
Client	CARE
Main project features	Facilitate new strategy for CSO programme on Extractives and Climate Change
Position held	Lead consultant
Activities performed	Organize and facilitate strategy workshop. Develop context analysis, partner assessments, programme document, results framework and risk assessment. Facilitate lessons learned and negotiate programme set-up and budget.

Name of assignment	Policy support on aid and development issues
Year	2016-2018 (30 months)
Location	Nordic countries
Client	ONE Campaign
Main project features	Long-term strategic policy support on aid and development issues in the Nordic countries (Denmark, Sweden, Norway and Finland)
Position held	Nordic consultant
Activities performed	Develop stakeholder analysis, organize and execute ONE lobby visits, analysis of national aid budgets, strategies and trends, identify advocacy opportunities, prepare briefing and speaking notes to senior management, increase ONE visibility, short policy briefs on request and provide analysis to flagship reports.

Name of assignment	Policy support on aid and development issues
Year	2017 (10 months)
Location	Nordic countries
Client	Global Partnership for Education (GPE)
Main project features	Policy and analytic support on aid for international education in the Nordic

	countries in the run-up to GPEs replenishment conference in Dakar (2018).
Position held	Nordic consultant
Activities performed	Stakeholder analysis of politicians, CSOs and media, outreach to potential 'GPE pioneers', organize and execute lobby visits, analysis of national aid budgets, strategies and trends, identify advocacy opportunities, prepare speaking notes to senior management, develop influencing and communication strategies etc.

Name of assignment	Global programme on Economic Opportunities and Decent Work for Youth
Year	2017 (3 months)
Location	Denmark
Client	MS ActionAid
Main project features	Develop a new global programme on Economic Opportunities and Decent Work for Youth (2018-2021) in alignment with ActionAid International.
Position held	Lead consultant
Activities performed	Strategic mapping of ActionAid International (AAI) and regional and global CSO networks. Identify Pan African policy priorities and potential national partners. Develop programme document, results framework and work plan. Analysis of HR capacity in MS ActionAid and recommendations for alignment with AAI.

Name of assignment	Mid-term review of the Beyond 2015 Campaign
Year	2015 (3 months)
Location	Brussels
Client	Beyond 2015
Main project features	Stakeholder interviews and mid-term review of the Beyond 2015 Campaign to assess to which extent the campaign had been participatory, inclusive and responsive, how the organizational design had supported CSO participation and provide recommendations for the last year of campaigning.
Position held	Lead consultant
Activities performed	Data collection, stakeholder interviews with internal and external stakeholders at national, regional and global level, developing questionnaires and facilitating CSO stakeholder meetings. Desk review of strategies, progress reports, policies, position papers, outcome documents, campaign material etc.

Name of assignment	Lead Conference organiser of High-Level CSO event in the UN HQ
Year	2015 (4 months)
Location	New York
Client	Beyond 2015, Climate Action Network (CAN), the International Forum of National NGO Platforms (IFP) and Participate.
Main project features	High-Level CSO event on the post-2015 agenda in the UN Headquarters co-hosted by Beyond 2015, UN NGLS and the Governments of Colombia, Indonesia, Kenya, Sweden and Tanzania. Focus on country level implementation plans for the post-2015 agenda.
Position held	Lead conference organiser
Activities performed	Responsible for programme, invitations, participants list, conference facilities, overall budget and briefing of speakers and facilitators. All coordination with UN NGLS. Focal point for logistical and content issues.

Name of assignment	Facilitating strategic collaboration and joint strategy
Year	2014 (4 months)
Location	Zimbabwe
Client	DanChurchAid, Diakonia, Church of Sweden, Norwegian Church Aid, HEKS, ICCO and Christian Aid

Main project features	Developing a joint strategy to guide the Zimbabwe ACT Forum towards the development of a joint ACT Zimbabwe programme.
Position held	Lead consultant
Activities performed	Organize and facilitate design workshop to develop strategic collaboration between seven INGOs and their national partners. Identify potential synergies in country programmes. Drafting of multi donor models, workplans and MOUs.

Name of assignment	Lead conference organiser of High-Level conference on civil society space
Year	2013 (3 months)
Location	Malawi
Client	Diakonia, Church of Sweden, Norwegian Church Aid, Bread for the World, HEKS, DanChurchAid and Christian Aid.
Main project features	High-Level CSO conference with 100 CSO representatives from 30 countries
Position held	Lead conference organiser
Activities performed	Responsible for programme, invitations, participants list, thematic working groups, conference facilities, travel, accommodation, overall budget and briefing of speakers and facilitators. Focal point for all logistical and content issues. Facilitating the high-level segments of the conference.

Selected briefings and reports

- ActionAid: Continental and Country Citizen Reports (2019)
- ONE Campaign: 2017 DATA Report (2017)
- Oxfam IBIS: Denmark's financing of in-donor refugee costs (2016)
- ONE Campaign: 2016 DATA Report (2016)
- ACT Alliance; The End of Nordic Exceptionalism (2015)
- Timbuktu; Policy Analysis on Danish ODA cuts (2015)
- ACEP / IBIS; Mining tax payments in Ghana (2014)
- CARE; Analysis on EU dairy companies in West Africa (2014)
- IBIS; Tax policies and practices among Danish companies (2014)
- Timbuktu; Opinion Poll and policy report (2014)
- NGO Forum Analysis; The future Development financing (2013)
- Timbuktu and Policy Advice; Alternative assessment of Denmark's Development Assistance (2013)
- Concord Denmark; 'Country CSO Roadmaps' (2013)
- Concord Denmark; 'Delivering results - how Denmark can lead the way for PCD' (2012)
- Concord Denmark; 'Development perspectives on Denmark's EU Presidency' (2012)
- Concord Denmark; 'Development perspectives on EUs Common Agricultural Policies' (2011)
- Concord Denmark, 'A strengthened EU in the world' (2011)
- NGO-forum; 'Seven briefings on Denmark's new Development Strategy' (2009)

Selected government delegations

- Member of Denmark's official government delegation to the UN General Assembly (Sep 2022)
- Special Advisor to Denmark's official delegation to WTOs Eight Ministerial Conference, Geneva, with Minister for Trade and Investment (Dec 2011)
- Special Advisor to Denmark's official delegation to the UN High Level Meeting on Finance for Development, Doha, with Minister for Development (Dec 2008)
- Advisor to Dr. Christian Friis Bach, member of the Danish Africa Commission, Addis Ababa, with Prime Minister and Minister for Development (Nov 2008)
- Special Advisor to Denmark's official delegation to the UN High Level Meeting on MDGs, New York, with Prime Minister and Minister for Development (Sep 2008)

- Member of International NGO delegation to the FAO Food Summit, Rome (June 2008) Member of International NGO delegation to the World Bank and IMFs Annual Meetings, Washington (Apr 2008)
- Member of Danish NGO delegation to the G8 Summit, Heiligendamm (Jun 2007)
- Special Advisor to Denmark's official delegation to WTOs Sixth Ministerial Conference, Hong Kong, with Minister for Foreign Affairs, Minister for Agriculture and Minister for Development (Dec 2005)
- Member of International NGO delegation to the G8 Summit, Gleneagles (July 2005).
- Special Advisor to Denmark's official delegation to WTOs Fifth Ministerial Conference, Cancun, with Minister for Foreign Affairs, Minister for Agriculture and Minister for Development (Sep 2003)

Updated January 2023