

## Curriculum Vitae (CV) Morten Emil Hansen

<b>Name:</b>	Morten Emil Hansen
<b>Date of birth:</b>	05/08/1968
<b>Nationality:</b>	Danish
<b>Status:</b>	Married
<b>Country of residence:</b>	Addis Ababa, Ethiopia
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### Key competencies

I have more than 20 years of civil society experience e.g. as 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. I have more than seven years' experience as independent consultant based in Addis Ababa (since 2018) and previously in Copenhagen (2015-2018) and Accra (2012-2015). I have a strong SDG background as long-term consultant for Beyond 2015 (2014-2015), and I am an experienced facilitator of global programmes and strategies e.g. as change manager for the ACT Alliance (2015-2018).

- Expert in designing, implementing and evaluating advocacy strategies and policy programmes;
- Specialized in organizational development, strategic planning and change management;
- Expert knowledge on civil society, human rights and good governance;
- Solid experience with M&E, baseline, theory of change and mainstreaming;
- Substantive knowledge on policy influencing, global policies and institutions
- Excellent organizational skills and strong skills in communication, presentation and report writing;
- Experienced in organisational capacity assessments, participatory processes and stakeholder engagement;
- Extensive in-country experiences from more than 25 developing countries;

### Employment Record

Dates	Name of organization	Positions
08/2012 – current	Policy Advice	<b>Senior Consultant;</b> Independent consultant for Policy Advice in the past seven years. 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, 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	<b>Senior Policy and Advocacy Advisor;</b> 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	<b>Senior Trade Advisor;</b> Heading the Trade and Development Research Programme with focus on EU and Ghana trade relations.
06/2010 - 07/2012	Concord DK	<b>Head of Secretariat;</b> 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	<b>Head of Policy and Campaign;</b> Overall responsible for campaigning, volunteer activities and policy research. Development of MS ActionAid's new national strategy.
02/2007 - 01/2010	DanChurchAid	<b>Senior Policy Advisor;</b> 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	<b>Head of Secretariat;</b> Management of secretariat, dialogue with politicians, ministries and strategic partners. Co-founder of the World Best News campaign and lead author of approx. 30 political briefings and policy notes.
01/2002 - 02/2007	OxfamIBIS	<b>Senior Policy Advisor;</b> 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	<b>Policy Coordinator;</b> Management of the secretariat, including preparing seminars, research, programme development, fundraising etc. Editor of Denmark's first electronic development newsletter. Co-founder of the Jubilee Campaign.
09/1997 - 02/2000	OxfamIBIS	<b>Information Officer;</b> Assisting the Head of Communication. Editor of magazines and publications. Acting Head of Communication in shorter periods.

## 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

## 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 - current
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	<b>Designing new programme to Selected CSOs and Think Tanks in Ghana</b>
Year	2019 (2 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.

Name of assignment	<b>Development of Regional Youth Policy Programme</b>
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	<b>Facilitating new project on connectivity and entrepreneurship for rural youths</b>
Year	2019 (3 months)
Location	Ghana
Client	BLUETOWN
Main project features	Developing a new project under the Danida Market Development Partnership between CARE and BLUETOWN on internet connectivity, entrepreneurship for rural youths and creating new sustainable business models.
Position held	Lead consultant
Activities performed	Planning field visits and pre-studies in Western and Northern Ghana. Facilitating the collaboration and division of labour between CARE and BLUETOWN. Developing programme document, ToC, results framework and work plan.

Name of assignment	<b>Strategy facilitation</b>
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	<b>Developing baseline for the Ghana CSO programme</b>
Year	2018 (2 month)
Location	Ghana
Client	CARE
Main project features	Develop baseline survey for four CSO partners in the Ghana CSO programme
Position held	Lead consultant
Activities performed	Mapping of future priorities and capacity assessment of CSO partners. Organize and facilitate workshop on baseline indicators and outcome mapping tools. Develop baseline, indicators and revising the Program Result Framework.

Name of assignment	<b>Change management</b>
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	<b>Developing a new Global Disability Policy Programme</b>
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 priorities, developing programme summary and full programme, results framework and analysis of HR capacity.

Name of assignment	<b>Developing phase II of CSO programme on Extractives and Climate Change</b>
Year	2018 (3 months)
Location	Ghana
Client	CARE
Main project features	Develop phase II of CARE Denmark's CSO programme on Extractives and Climate Change
Position held	Lead consultant
Activities performed	Organize and facilitate design 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	<b>Policy support on aid and development issues</b>
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.
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Name of assignment	<b>Policy support on aid and development issues</b>
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	<b>Global programme on Economic Opportunities and Decent Work for Youth</b>
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 policy priorities and potential national partners. Develop programme document, results framework and work plan (2018-2021). Analysis of HR capacity in MS ActionAid and recommendations for alignment with AAI.

Name of assignment	<b>Mid-term review of the Beyond 2015 Campaign</b>
Year	2015 (2 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	<b>Conference organiser of High-Level CSO event in the UN Headquarters</b>
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.
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Name of assignment	<b>Facilitating strategic collaboration and joint concept note</b>
Year	2014 (3 months)
Location	Zimbabwe
Client	DanChurchAid, Diakonia, Church of Sweden, Norwegian Church Aid, HEKS, ICCO and Christian Aid
Main project features	Developing a Concept Note 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	<b>Lead conference organiser of High-Level conference on civil society space</b>
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.

## Policy 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)

In addition, numerous strategies, opinions, articles, comments, newsletters, campaign material, web texts etc.