

**Proposed Role in the Project:**

1. **Family name:** CHRISTENSEN
2. **First names:** Klavs Dahl
3. **Date of birth:** 26 November 1949
4. **Nationality:** Danish
5. **Civil status:** Married
6. **Education:**

£	Institution	Degree(s) or Diploma(s) obtained:
1	Aalborg University (01/2000 – 12/2002) Certificate issued 01/2003	Master in Learning Processes (Faculty of Education), Thesis: Development of intercultural competencies among coming participants in international projects
2	Aarhus School of Business (Aarhus University) (08/1993 – 05/1996)	Higher Diploma, bachelor equivalent, in Business Administration and International Business (HD). Thesis: Relationship between EU and Lomé-countries
3	The Danish Institute for Vocational Teacher Training (08/1998 – 06/2000)	Diploma in Vocational Education and Training (VET)
4	Blaagaard Teacher Training College (08/1970 – 06/1974)	Higher National Diploma as a secondary school teacher, specialising in adult education
5	Open University 01/2000 – 07/2000 Certificate issued 12/2000	Module at degree level: "Third World Development"
6	Aarhus School of Business 01/1998 – 07/1998	Module at degree level: "Project Management"
7	Aarhus School of Business 08/1996 – 01/1997	Module at degree level: "Total Quality Management in Service Enterprises"
8	Aarhus Technical College (AARHUS TECH) 01/1996 – 05/1996	Diploma in Environmental Management
9	Copenhagen Business School 08/1979 – 06/1981	Diploma In Business, Real Estate

**7. Language skills (1 = excellent; 5 = poor):**

Language	Reading	Speaking	Writing
Danish	mother tongue		
English	1	1	1
German	2	2	3
French	3	4	5

**8. Membership of professional bodies:**

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**9. Other skills:** Experienced user of MS Office and MS Project, EU PC drivers licence

**10. Present position:** Senior Consultant

**11. Years within the firm:** Since July 2014 with Nelea Aps

**12. Key qualifications:**

- **Master in the field of Education.** Diploma in VET Education. Higher national Diploma in education (Bachelor equivalent).
- **Bachelor equivalent in Business Administration and International Business**
- **Excellent communication, public speaking and presentation skills in English**, developed through intense contacts and cooperation with stakeholders at various levels, through project reporting to clients, and through facilitation of numerous seminars and workshops in technical assistance projects in the TVET sector
- **24 years` of experience from TVET college in Denmark. Since 1997. Provision of TVET internationally in Africa, Eastern Europe, The Balkans and Asia, 2 project references from Ethiopia ref 8 and 11**
- **Worked for 35 months as international advisor to newly established TVET college in Botswana. Assisted college management in making the college operational, delivering capacity building to teachers and management ref. 19**
- **7 years of full time TVET training in Denmark, ref 28. Planning, implementing and managing training for TVET teachers and managers internationally, ref. 2, 3, 4, 5, 6, 7, 9, 11, 13, 14, 18., 19, 20, 21, 22, 24, 25, 27**
- **Capacity building training for TVET managers ref. 6, 8, 9, 14, 20, 22, 25**
- **Approximately 8 years` of international team leader experience, ref. 2, 3, 4, 6, 7, 9, 10, 14, 19, 20 demonstrating**
- **More than 6 years` of TVET experience in sub-Sahara countries ref. 1, 3, 4, 5, 6, 7, 8, 9, 11, 19, 22, 24, 27**
- **Experience in developing CBET occupational standards with industry involvement and curricula 2, 3, 4, 5, 6, 7**
- **Experience in developing CBT curricula with direct involvement of business representatives, ref 2,3 4, 6, 7 20**
- **Experienced in training TVET teachers and managers ref. 2, 3, 4, 6, 7, 9, 13, 14, 18, 19, 20, 21, 22, 24, 25, 27**
- **Experienced in DACUM methodology ref. 2, 3, 4, 6, 7**
- **Extensive experience in providing in-house training on curriculum design and ToT, 2, 3, 4, 6, 7, 18, 20**

**13. Specific country work experience**

Country
Denmark, Hungary, Romania, Switzerland, Bosnia Herzegovina, Ukraine, South Africa, Zimbabwe, Botswana, Tanzania, Ethiopia, Eritrea, Azerbaijan, Mongolia, Uzbekistan, Indonesia, DRC, Malawi, Namibia, Zambia. Liberia, Sierra Leone, Kenya, Malawi, Montenegro, Uganda

#### 14. Specific project experience

#	Date	Location Work days	Com. & ref. pers.	Position	Description
1	10/2021 – 06/2023	Uganda 22, estim.	Nelea Aps <a href="mailto:Lise.wichmann@nelea.dk">Lise.wichmann@nelea.dk</a>	TVET expert	The OPEC Fund for International Development (OFID) “Consultancy Services for Provision of Skills and Management Capacity Upgrading of Eight Technical Institutes in Uganda”. Provision of on-line training of TVET managers
2	07/2020 - 10/2021	Kenya 55	Nelea Aps <a href="mailto:Lise.wichmann@nelea.dk">Lise.wichmann@nelea.dk</a>	Curriculum Development/ Teacher Training Specialist	Mastercard Foundation “TVET Blueprint”. Undertook desk studies, qualitative studies and case studies. Development of (i) concept paper that provides and overview of the different TVET stakeholders, main challenges, threats, strengths and opportunities that will allow for coherence amongst the stakeholders and which will also provide guidance to jointly determine the TVET priority areas and (ii) a National TVET Blueprint based on an in-depth TVET situational analysis. Responsible for Relevance component.
3	09/2019 – 08/2021	Montenegro 175	Nelea Aps <a href="mailto:Lise.wichmann@nelea.dk">Lise.wichmann@nelea.dk</a>	Team Leader	EU “Development of Vocational and Education Qualifications in Line with the Labour Market Needs”. <b>1. Increased provision of VET curricula based on learning outcomes, 2. Strengthened cooperation between vocational education (VET) and business sector.</b> 3. Promotion and dissemination
4	05/2019- 04/2020	Malawi 64	Nelea Aps <a href="mailto:Lise.wichmann@nelea.dk">Lise.wichmann@nelea.dk</a>	Team Leader	<b>UNESCO “Support to revision of harmonised curricula within construction level 2-3, introduction to revised curriculum in line with labour market needs and technical upskilling of construction instructors “.1. Support MoLYS&amp;MD and TEVETA in the revision and further development of the revised harmonised Construction Curricula. 2. Plan and implement introduction workshops for assessors, verifiers and inspectors. 3.</b>
5	01/2019- 07/2019	Sierra Leone 38	Nelea Aps <a href="mailto:Lise.wichmann@nelea.dk">Lise.wichmann@nelea.dk</a>	Team Leader	GIZ “Employment Promotion Programme III”. <b>In six occupations development of occupational competency profiles, competency-based curricula, standard training equipment lists, training workshop specifications and teaching and learning materials. Drafting public-private partnership framework</b>
6	08/2018	Kenya 2	Nelea Aps <a href="mailto:Lise.wichmann@nelea.dk">Lise.wichmann@nelea.dk</a>	TVET expert	AfDB “Consultancy for developing TVETA accreditation procedures and manuals, and conduct training of TVETA staff, monitors and evaluators under the Project “. Facilitating workshop for Technical Vocational Education and Training Authority (TVETA) staff on Competency Based Education and Training (CBET) and the development of occupational standards.
7	04/2018- 06/2020	Liberia 135	Nelea Aps <a href="mailto:Lise.wichmann@nelea.dk">Lise.wichmann@nelea.dk</a>	Team leader	<b>AfDB “Youth Entrepreneurship and Employment Project “. Assistance to Ministry of Youth and Sport (MYS) in three areas: 1. Skills Development f. Employment; 3 CBET curricula developed with industry representatives, teachers and managers of selected TVET college trained, students put in industry attachment. 2. Job Readiness Program; support to university in establishing career guidance centre and establishing job placements. 3. Capacity building of MYS; establishment of M&amp;E framework, MIS and communication strategy, graduate tracer studies in 3 institutions</b>
8	09/2017- 04/2018	Kenya 77	Nelea Aps <a href="mailto:Lise.wichmann@nelea.dk">Lise.wichmann@nelea.dk</a>	Team leader	<b>AfDB “Consultancy services for development of seven (7) occupational standards and competency-based curricula”. Assistance to Curriculum Development Assessment and Certification Council under MoE. Through DACUM workshops with industry representatives, development of occupational standards, competency-based curricula and learning guides in 7 occupations. Assistance in establishing sector skills advisory committees with industry representatives.</b>
9	12/2016	Ethiopia 10	Nelea Aps <a href="mailto:Lise.wichmann@nelea.dk05/">Lise.wichmann@nelea.dk05/</a>	TVET and LM specialist	GIZ “STEP, Sustainable Training and Education Programme”. Provision of workshop facilitator. The overall objective was to contribute to increased TVET quality but enabling the participants to develop concepts that provide feedback to colleges and the TVET system as such on the quality and relevance of the training offered to former students, and to assess the need of companies for additional training. Facilitation of workshop over 10 days. Deliverables developed during the workshop: Survey questionnaires for tracer study and labour market surveys (LMIS), manuals for tracer study and LMIS, Excel-based concept for data analysis, and matrix showing roles and responsibilities in connection with surveys

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10	11/2015-04/2016	Botswana, DRC, Malawi, Namibia, Zambia 77	Nelea Aps <a href="mailto:Lise.wichmann@nelea.dk">Lise.wichmann@nelea.dk</a>	Team leader	UNESCO "BEAR, Better Education for Africa's Rise". <b>Capacity building and in-service training of TVET teachers in CBT pedagogy, management and technical skills with the overall objective of increasing the quality of the training delivery. Identification of TVET teachers' required competencies in three dimensions: pedagogy, technical and management. Design of adequate training to meet the needs. Identification of suitable trainers to conduct the training.</b> Cooperation with relevant national ministries like MoE and MoL.
11	07/2014 – 01/2015	Mongolia 100	Nelea Aps <a href="mailto:Lise.wichmann@nelea.dk">Lise.wichmann@nelea.dk</a>	Team leader	EU "Support to the Technical Vocational Education and Training Project". Inception period. <b>Capacity building of MoL; support to revitalization of NCVET, support to establishment national VQF, training of school managers, establishment of QA measures, support to NLRC and the six RMCs. Dissemination of best practices to the rural areas.</b>
12	06/2014	Ethiopia 15	AARHUS TECH Lisbet Thomsen <a href="mailto:lit@aarhustech.dk">lit@aarhustech.dk</a>	TVET specialist	World Bank "Women Entrepreneurship Development Programme, WEDP". Participation in a 3 weeks' inception mission. <b>Initial analysis of training needs of TVET teachers</b> and women entrepreneurs. Development of project log frame and implementation plan.
13	12/2013	Switzerland 2	AARHUS TECH Lisbet Thomsen <a href="mailto:lit@aarhustech.dk">lit@aarhustech.dk</a>	TVET Specialist	ILO "Sub-regional Workshop on Apprenticeship Systems in Europe": Delivered presentation on Danish VET system to plenum of social partners and government representatives from 6 European countries. Participated in and chaired workshop discussions.
14	11/2013	Ukraine 20	AARHUS TECH Lisbet Thomsen <a href="mailto:lit@aarhustech.dk">lit@aarhustech.dk</a>	TVET Specialist	EU-ENPI "Twinning Modernization of Education and Training policies, legislative standards and principles to align them with the EU policy for Life Long Learning": <b>Training Needs Analysis among VET teachers, directors, students, employers and educational institutes regarding VET teachers' training needs. Development and implementation of an in-service teacher training programme based on TNA.</b>
15	12/2011 – 07/2013	Mongolia 320	AARHUS TECH Lisbet Thomsen <a href="mailto:lit@aarhustech.dk">lit@aarhustech.dk</a>	Team Leader	<b>MCA-Mongolia "Professional Development Training for Administrators, Instructors and Teachers": Managed a team of 8 LTEs and 10 STEs and 4 office staff. Policy advice to the TVET Department under MoL on and development of a strategy for a national programme of pre-service training for TVET teachers. Advice on and development of a national TVET teacher qualification framework. Support to institutional reform process through development of NLRC policy and strengthening/capacity building of NLRC and the six RMCs. Held seminars for industry representatives on Public-Private-Partnership (PPP) and cooperation between TVET-system and industry. Facilitated workshops on Competency-Based-Training (CBT) and Project Cycle Management (PCM) for school directors. Training of 1,869 TVET teachers, school directors and industry representatives in CBT, ICT and Technical Skills. Development of handbooks for CBT and multimedia. National Audit on E-learning Resources. Development of Quality Standards for Instructional Multimedia materials. Multimedia enrichment of learning materials. Liaised with client and stakeholders. Regular reporting.</b>

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16	01/2011- 01/2012	Bosnia and Herzegovina 178	AARHUS TECH Lisbet Thomsen <a href="mailto:lit@aarhustech.dk">lit@aarhustech.dk</a>	Project Director, based in Denmark	EU "Support to vocational education and training in Bosnia and Herzegovina IV". To support institutional and capacity building in the vocational education system in Bosnia and Herzegovina in line with the Copenhagen Declaration through the further development of National Qualifications Framework and support implementation of the Framework Law on Vocational Education and Training in BiH.
17	06/2011	Hungary 5	AARHUS TECH Lisbet Thomsen <a href="mailto:lit@aarhustech.dk">lit@aarhustech.dk</a>	TVET Specialist	VELUX Foundation (private Danish foundation): Assessment of organisational and human resource capacities of different TVET institutions in relation to their applications for funds.
18	10/2010 – 03/2011	Indonesia 52		Training Specialist	ADB "PPTA Polytechnic Reform Project": Formulation of documents for loan approval. Specialist input on TVET teacher training and management capacity building.
19	04/2010 – 09/2010	Azerbaijan 43		Training Specialist	EU-Tacis "Vocational Education and Training Reform Strategy development and implementation in a selected Region in Azerbaijan": <b>Development of Trainer Guide; Training of teachers, school directors and educationalists from MoE in QA and CBT approaches, including development of training standards, learner-centred approaches and teaching methodologies.</b>
20	01/2006 – 12/2008	Botswana 600		Team Leader	EU-EDF "Technical Assistance to the Francistown CTVE/VTC Vocational Training Programme": <b>Support to the institutional reform of the FCTVE. Organisational and management structures of CTVE developed and operational. Assistance in the accreditation of the FCTVE with two accreditation bodies. Capacity building of ministerial and college staff based on identified competency gaps: Assistance to senior college management in the development of organisational and management structures, strategic plan, annual performance plans and institutional policies &amp; procedures. Development of college strategy for employer involvement. Assistance in the operationalisation of the college; specific assistance in the operationalisation of the CTVE/FTC Library/Resource Centre. Labour market survey in one economic sector in order to establish the needs for retraining of staff. Training of lecturers. Tracer study of former students. Learning programmes developed and implemented. Distance learning courses operational at both CTVE and outreach Centres (Elearning). On-line media produced and made operational. Instructional course materials produced. IT infrastructure and network made operational. Assistance to college management in the development of staff appraisal system. Assistance to the tendering process for goods, materials and equipment-</b>
21	02/2004 – 09/2005	Romania 320	Danish Ministry of Education/AAR HUS TECH Lisbet Thomsen <a href="mailto:lit@ats.dk">lit@ats.dk</a>	Team Leader	EU-Phare Twinning "Support to Ministry of Labour, Social Solidarity and Family (MoLSSF) for Continuing Vocational Training (CVT)": Overall project management including reporting, co-ordination, management and supervision of 14 international STEs. Policy advice to Ministry of Labour and Social Solidarity and Family by developing national strategy for CVT. Capacity building for MoLSSF through the development of a national CVT strategy. Development and implementation of a labour markets survey in two economic sectors in 2 regions in order to establish the need for continuing vocational training (CVT). <b>Training of 20 teacher trainers - who cascaded the training to 400 trainers and training managers through ToT - in curriculum development and teaching strategies.</b> Capacity building for MoL and a sectoral committee concerning social partner involvement.
22	11/2003 – 12/2003	Uzbekistan 10	AARHUS TECH Lisbet Thomsen <a href="mailto:lit@ats.dk">lit@ats.dk</a>	Labour Market Expert	EU-Tacis "Development of Employment Opportunities in Uzbekistan": Development of labour market survey and tools for skills needs analysis. Training of survey staff.
23	04/2002; 06/2002 – 07/2002;	Eritrea 32		Training Expert	<b>Danida "TVET Support programme": Capacity building for Ministry of Education in development of occupational standards, identification of job families and trades with industry involvement. Development of national curricula, syllabi and teachers' guides. Training of VET teachers in the</b>

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	08/2003				development of teachers' guides. Assessment of training needs of VET teachers and curriculum developers of the Ministry of Education. Workshops on occupational standards framework and curriculum development.
24	03/2003	BiH 5		Training Expert	EU-CARDS "Vocational Education and Training Programme, Bosnia and Herzegovina": Workshop for school managers and teachers on training of adults and the preparation of institutional development plans with special focus on QA aspects
25	08/2000; 04/2001 – 05/2001	South Africa 21		Training Expert	Danida "Provincial Skills Development Project Kwazulu Natal": Monitoring and assessment of entrepreneurship training. Training of trainers in team building. Development of Curriculum Design Framework for training programmes. Lecturing VET teachers on Total Quality Management.
26	09/2000 – 11/2000; 10/1999 – 12/1999	Hungary 55		Training Expert	World Bank "Youth Training Project, Component A": Advising VET schools on student-centred approaches. Planning and implementation of workshops for teachers and managers of VET institutions on change management, demand-driven approaches, and competence-based education and training.
27	01/1998 – 07/2014	Aarhus, Denmark Full time		Consultant/Pro ject Manager	Acquisition and management of international VET projects, including missions as training expert. Management of and lecturing at Danida Fellowship Programme "Training Management" and "Social Partnership for Business Development". Delivered training in Curriculum Development and ToT
28	02/1997 – 12/1997	Tanzania 200		TVET Expert	Danida "Tanzania Vocational Education Programme": Policy advice to and capacity development for Vocational Education and Training Authority (VETA) concerning the restructuring of the VET system. Industry surveys in a number of economic sectors to establish demand driven VET curricula. Development of occupational standards and curricula. Implementation of workshops for teachers and managers, identification of training needs in companies, identification of job families and trades.
29	01/1990 – 01/1997	Aarhus, Denmark Full time		Lecturer	Teaching of general subjects for young and adult students of various VET programmes. Student assessment, teacher training, management training, curriculum development, and programme assessment. Advice to the Ministry of Education regarding the development of two new VET programmes.
30	09/1984 – 12/1989	Zimbabwe, Full time	MS * <a href="mailto:lnielsen@ms.dk">lnielsen@ms.dk</a>	Science Teacher	Teaching of science at secondary level. Implementation of new national syllabi and supervision/training of teachers. *Danish Association for International Cooperation (NGO)/Danida
31	01/1978 – 06/1984	Denmark Full time	O. Eilertsen/J. Hem**	Real Estate Agent	Facilitating the sale of real estate **(Company no longer active)
32	08/1975 – 07/1977	Denmark Full time	N. Zahle Seminarieskole <a href="mailto:sd@adm.zahle.dk">sd@adm.zahle.dk</a>	Teacher	Secondary school teacher

**15. Other relevant information: Publications/papers:**

2013: In-service TVET teacher training program (Ukraine)	2013: Contribution to CBT Handbook (Mongolia)
2010: Training handbook for training of TVET teachers on CBT (Azerbaijan)	2001: Cultural training programme preparing Danish teachers for international work
1999: Comparison of the Hungarian and Danish VET systems	1999: Analysis of Danish VET reform

1998: Internationalisation of Danish VET teachers

1996: Analysis of the dependency between AVS and EU countries