

CURRICULUM VITAE

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:
Aalborg University (01/2000 – 12/2002)	Master in Learning Processes (Faculty of Education), Thesis: Development of intercultural competencies among coming participants in international projects
Aarhus School of Business (08/1993 – 05/1996)	Bachelor in Business Administration and International Business (HD) "International Business"
The Danish Institute for Vocational Teacher Training (08/1998 – 06/2000)	Diploma in Vocational Education and Training (VET)
Blaagaard Teacher Training College (08/1970 – 06/1974)	Higher National Diploma as a secondary school teacher, specialising in adult education
Open University 01/2000 – 07/2000	Module at degree level: "Third World Development"
Aarhus School of Business 01/1998 – 07/1998	Module at degree level: "Project Management"
Aarhus School of Business 08/1996 – 01/1997	Module at degree level: "Total Quality Management in Service Enterprises"

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:

The Danish Association for Lawyers and Economists

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 Diploma in Vocational Education and Training, VET.** Degree level courses in international development, TQM and project management. Various **TVET related publications** (see selected list below)
- **10 years of experience in international VET projects**
- **7 years of lecturing at one of the largest VET colleges in Denmark, AARHUS TECH, practicing dual vocational training approaches. In total 24 years of employment at AARHUS TECH**
- **Experience with assessment of training needs of VET personnel and subsequent training of VET personnel**
- **Some personnel experience with assessment and specification of equipment needs for VET schools, and development of equipment lists; but mainly team leader experience by assigning trade experts such tasks**
- **Good knowledge of and experience with developing and implementing cooperative VET models in collaboration between relevant ministries, schools and private sector**
- **Approximately 10 years of international VET experience in donor funded projects, focussing among other on school assessment, school selection and capacity development of VET institutions**
- **Excellent communication, facilitation, public speaking and presentation skills** developed through intense contacts and cooperation with stakeholders at various levels and through facilitation of numerous seminars and workshops in technical assistance projects in the TVET sector
- **Strong analytical skills demonstrated through successful implantation of training needs assessments, stakeholder analyses, surveys and training of managers in analytical approaches including Log Frame. Fully computer literate (EU PC drivers licence)**
- **Experienced in organising visibility activities** as part of international TVET projects, including seminars, workshops, training sessions, newspaper articles and TV spots
- **Experienced as Team Leader** in international project for more than 6 years

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, Kenya

14. Specific project experience

Date	Location	Com. & ref. pers.	Position	Description
09/2017-03/2018	Kenya	Nelea Aps Lise.wichmann@nelea.dk	Team leader	AfDB "Consultancy services for development of seven (7) occupational standards and competency based curricula". Assistance to CDAAC in setting up sector skills advisory committees, and in developing 7 occupational standards, 7 curricula and 7 learning guides
12/2016	Ethiopia	Nelea Aps Lise.wichmann@nelea.dk	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
11/2015-10/2016	Botswana, DRC, Malawi, Namibia, Zambia	Nelea Aps Lise.wichmann@nelea.dk	Team leader	UNESCO "Better Education for Africa's Rise". Assessment of training needs of TVET teachers. Capacity building and in-service training of TVET teachers in pedagogy management and technical skills
07/2014 – 01/2015	Mongolia	Nelea Aps Lise.wichmann@nelea.dk	Team leader	EU "Support to the Technical Vocational Education and Training Project". 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.
06/2014	Ethiopia	AARHUS TECH Lisbet Thomsen lit@aarhustech.dk	TVET specialist	World Bank "Women Entrepreneurship Development Programme, WEDP". Participation in a 3 weeks' inception mission. Initial analysis of training needs of TVET teachers and women entrepreneurs. Development of project log frame and implementation plan.
12/2013	Switzerland	AARHUS TECH Lisbet Thomsen lit@aarhustech.dk	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 on dual VET system.
11/2013	Ukraine	AARHUS TECH Lisbet Thomsen lit@aarhustech.dk	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": Training Needs Analysis among VET teachers, directors, students, employers and educational institutes regarding VET teachers' training needs. Development of an in-service teacher training programme based on TNA.
12/2011 – 07/2013	Mongolia	AARHUS TECH Lisbet Thomsen lit@aarhustech.dk	Team Leader	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.
06/2011	Hungary	AARHUS TECH Lisbet Thomsen lit@aarhustech.dk	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.
10/2010 – 03/2011	Indonesia		Training Specialist	ADB "PPTA Polytechnic Reform Project": Formulation of documents for loan approval. Specialist input on TVET teacher training and management capacity building.
04/2010 – 09/2010	Azerbaijan		Training Specialist	EU-Tacis "Vocational Education and Training Reform Strategy development and implementation in a selected Region in Azerbaijan": Development of Trainer Guide; Training of teachers, school directors and educationalists from MoE in CBT approaches, including development of training standards, learner-centred approaches and teaching methodologies.
01/2006 –	Botswana		Team	EU-EDF "Technical Assistance to the Francistown CTVE/VTC Vocational Training Programme": Support to the institutional reform of the FCTVE.

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12/2008			Leader	Organisational and management structures of CTVE developed and operational. Capacity building of ministerial and college staff: Assistance to senior college management in the development of organisational and management structures, strategic plan, annual performance plans and institutional policies & 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.
03/2004 – 08/2005	Romania	Danish Ministry of Education/AARHUS TECH Lisbet Thomsen lit@ats.dk	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 CTV. 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). Training of 400 trainers and managers of CVT providers. Capacity building for MoL and a sectoral committee concerning social partner involvement.
11/2003 – 12/2003	Uzbekistan	AARHUS TECH Lisbet Thomsen lit@ats.dk	Labour Market Expert	EU-EU-Tacis “Development of Employment Opportunities in Uzbekistan”: Development of labour market survey and tools for skills needs analysis. Training of survey staff.
04/2002; 06/2002 – 07/2002; 08/2003	Eritrea MoE		Training Expert	Danida “TVET Support programme”: Capacity building for Ministry of Education in development of occupational standards, identification of job families and trades. Development of national curricula, syllabi and teachers’ guides. Training of VET teachers in the 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.
03/2003	BiH MoE		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.
08/2000; 04/2001 – 05/2001	South Africa		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.
09/2000 – 11/2000; 10/1999 – 12/1999	Hungary		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.
01/1998 – 07/2014	Aarhus, Denmark		Consultant/ Project 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”. Curriculum development and delivery of training modules. Training of ATC staff.
02/1997 – 12/1997	Tanzania VETA		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.
01/1990 – 01/1997	Aarhus, Denmark		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 trades.
09/1984 – 12/1989	Zimbabwe, MoE	MS * lnielsen@ms.dk	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
01/1978 – 06/1984	Denmark	O. Eilertsen/J. Hem**	Real Estate Agent	Facilitating the sale of real estate **(Company no longer active)
08/1975 –	Denmark	N. Zahle Seminariskole	Teacher	Secondary school teacher

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07/1977		sd@adm.zahle.dk		

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