

MARTIN ØSTERGAARD

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Date of birth: 19 July 1963 **Nationality:** Danish. married w/ 3 children
Education: MSc in International Development Studies and English

KEY QUALIFICATIONS:

Solid experience in international development from the UN, Danida and the NGO sector, in particular on:

- Organisational capacity-building and development
- Rural community-approaches to development, including support to civil society organisations
- Education, vocational training and innovative training approaches in Asia and Africa
- Project cycle management
- Private sector, labour market and SME development in Africa, Asia, and the MENA region
- Development programmes in organisations with political structures.

6 years as head of international programme and member of ChildFund Denmark's management team, including leadership skills, team-based approaches, staff development, internal communication, strategy development, media and facilitation of training and country strategic plans in West Africa.

In the future, aim to work with sustainable business development in relation to wider development issues, and organisational leadership in multi-cultural settings.

PROFESSIONAL EXPERIENCE

Independent consultant:

October 2013-present

- **Plan International Denmark**, evaluation of youth governance project, Nairobi, Kenya, July-September 2014.
- **Society of Organisational Learning (SOL)**, Global Forum, attended three-day conference in Paris with more than 400 participants, including involvement in the establishment of SOL Denmark on leadership and organisation, May 2014
- **Action Aid UK**; survey on youth and social entrepreneurship, December 2013-February 2014
- **Danish Ministry of Foreign Affairs/Danish Arab Partnership Program**, appraisal of two employment projects in Tunisia and Egypt, based on regional and market-based approaches, team member (*Klim Consulting*), Nov/Dec 2013
- **Plan International Denmark**, international application on multi-donor fund on SHRR, October/November 2013

Previous consultancies:

May 1999- October 2008

- **Danish Ministry of Foreign Affairs**, team leader (COWI), under the Danish-Arab Initiative on a review-cum-appraisal of a tripartite project on social dialogue in Morocco (*Cooperation tripartite sur le Dialogue Social*, COTRIDIASO). The project emphasized on dialogue on the labour market and also contained political dimensions of cooperation between Danish and Moroccan partners, 2008
- **Danish embassy, Mali**, team leader (Copenhagen Development Consulting). Study on the private sector and local market-based solutions for employment in the Mopti and Sikasso regions in Mali for the Danida private sector programme PAPERPRIM, 2007
- **AIF/International forum of the Danish Trade Union**: Thailand, team leader of evaluation of Danida-funded project on education, distance learning with the democratic movement in Burma through the AIF (the International Forum of the Danish Labour Movement). The project operated in a political context that included the role of the exiled democratic movement in Burma, 2001
- **International Labour Organisation (ILO)**: Small enterprise development (SME), vocational training and employment creation through partnership with local labour market partners, including the following assignments in 1999/2000:

- Project formulation, India (Tamil Nadu, Andhra Pradesh, Rajasthan, and Karnataka): SME/child labour project with the Government of India and state-level vocational training institutions, working together with the Italian Government.
- Review of SME/vocational training/child labour project in Turkey
- Formulation of inter-regional project on SME development and vocational training to curb the incidence of child labour.
- Formulation of SME development project in Angola as part of the country's reconstruction process together with the UNDP.

BØRNEfonden, member of ChildFund Alliance

October 2007-September 2013

Director, Program Development/Head of International Programme,

- Head of international programme development, including integration with operational activities together with regional operations manager and country directors in West Africa.
- Member of Management Team, including development of organisational strategy 2012-15.
- Head of Programme Department with 7 employees. Developing technical expertise and staff competencies within education, health, community income-generation and value-chain approaches with a cross-cutting focus on children's development and the Convention on the Rights of the Child. Also developed competencies within project management, participatory approaches to programming and secured participation in Danish NGO and research networks. Staff competency development complemented the community approach in the field hereby creating synergies within the organisation.
- Systematic programme development of BØRNEfonden's programme in West Africa: Building capacity with country offices and local level *Development Units* to work consistently with planning, monitoring and evaluation under the *Community Development Cycle* framework, a tailor-made approach suited to the organisational set-up of the organisation. This work involved most of the organisation's 850 staff at different points in time.
- Built BØRNEfonden's grants portfolio from a low base in 2005 to make up an accumulated 70 mill. DKK during the period 2007-2013, including the conclusion of a process with the Danida facility for civil society organisations (*CISU*), and responsibility for projects granted through the annual televised collection campaign (*DanmarksIndsamlingen*). 11 new projects were implemented successfully, including development of project implementation guidelines across the organisation, posts for project coordinators in the field and mechanisms for reporting, evaluation and follow-up.
- Responsible for communication with ChildFund Alliance (BØRNEfonden's global network), including participation in ChildFund Alliance networks, e.g. monitoring and evaluation, grant acquisition, child rights campaigns and new sponsorship concepts.
- Streamlining of mini projects for corporate partners as part of business development.
- Selected activities:
 - Strategic programme development, including in-depth country assessment missions to Cameroun and Rwanda.
 - Spokesperson for BØRNEfonden on several programmatic issues in the media, e.g. in connection with the political crisis in Mali in 2012.
 - Launching of 4-year innovative project on value chains among rural entrepreneurs in Benin.
 - Participation in international conferences, e. g. the ADEA Conference in Ouagadougou in 2012 on behalf of the Danish Network for Children and Adolescents.
 - More than 75 missions to West Africa, mainly Ghana, Burkina Faso, Benin, Mali and Togo over the years 2002-13
 - Established cooperation frameworks with Ibis and Danish Red Cross, and initiated a research-based framework with University of Copenhagen (Faculty of Public Health)

BØRNEfonden, member of ChildFund Alliance

May 2002-September 2007

Programme consultant.

- Development of the prototype framework for planning, monitoring and evaluation (*Community Development Cycle*), including development of the concept, setting up the

planning mechanisms, identifying relevant indicators for monitoring and evaluation, carrying out workshops for programme and community-level staff.

- Managing other training and development projects in BØRNEfondens five programme countries: Benin, Burkina Faso, Mali, Togo and Cape Verde.
- Member of the *Grants Support Network*, an international group coordinating donor relations and project development under *ChildFund International*.
- Member of the Steering Committee (2003-2005) for the Danish Network for Children and Adolescents financed through Danida.
- Carried out programmatic reviews based on sponsorship cases implemented through the international partner, ChildFund International in the Gambia and Guatemala to ensure consistency in reporting to the Danish sponsors.
- Programmatic themes with particular relevance to children's development in West Africa identified and the approach strengthened within themes such as:
 - Development of training manuals on e.g. income-generation, micro enterprises and local market approaches.
 - Child trafficking,
 - Strengthened cooperation with civil society and education authorities,
 - New monitoring and evaluation practices, and data collection methods,

LO/FTF Council, international secretariat of the Danish Trade Union April 2000-April 2002

Project consultant

- Coordination of labour market projects in Asia, including the involvement of trade unions and civil society partners in labour market issues, including reporting and other backstopping of projects.
- Preparation of the LO/FTF Council application for framework agreements with Danida concerning Asia.
- Main achievements:
 - Bangladesh, project formulation, vocational training/child labour, September 2001, project funds granted by the Danida in 2001.
 - Thailand, supporting the start-up of the Regional Asian Institute for Occupational Safety and Health, November 2000 aiming to put working conditions into a tripartite framework and enhancing aspects of collaboration in private sector between employers and workers on productivity and workplace safety. Supported the setting up of internal procedures and working relations with partners together with staff at the Regional institute.
 - The Philippines carried out mid-term project evaluation with international trade union partners IFBWW on vocational training/organisational development, Oct. 2000.
 - Mongolia, facilitated a project formulation process with the CMTU (Confederation of Mongolian Trade Unions) on trade union education and development project, July 2000

International Labour Organisation (Geneva Headquarters)

March 1997-March 1999

Programme officer

Worked in the technical department for SME and managerial development, in particular with *Start and Improve Your Business (SIYB)*, a management training programme promoting SME development globally in the context of wider labour market interventions. The SIYB is globally acknowledged based on strong initial experiences in East Africa, and has been implemented through different organisational models in both Africa, Asia, Latin America and Eastern Europe.

Main achievements:

- Started a programme with the ILO's International Programme on the Elimination of Child Labour (IPEC) in Turkey using SME/vocational training approaches, 1997
- Secured cross-departmental support within the HQ of ILO for an employment-intensive programme under the UNDP in Sri Lanka.
- Backstopping SME/SIYB projects (Zimbabwe, South Africa), 1997-1999
- Focused on workplace safety and SME productivity, and participated in the process of developing guidelines in the Philippines and India together with ILO technical experts, 1998
- Carried out SIYB review missions to Kenya, Ethiopia, and Albania, 1997

International Labour Organisation, Sri Lanka

March 1995- March 1997

Associate Expert,

Working with labour market development, including the preparation of technical programmes in Sri Lanka, relations to ILO partners and technical experts. Main achievement was the launching of a program on child labour in Sri Lanka.

1996-1997: Appointed **Interim Director (OIC) for the ILO's office in Sri Lanka** for 8 months. Responsible for the management of the Sri Lanka office until January 1997, including relations with the Government of Sri Lanka, trade unions, employer and training partner organisations, planning of technical programmes with ILO regional experts, and participation in donor and UN meetings, with back-up from regional technical experts and the ILO regional office in Bangkok.

Major activities:

- Launched ILO/National Child Labour Programme with the Government of Sri Lanka (Prime Minister's office, Ministries of Education, Labour, and Health), including a Memorandum of Understanding on Child Labour between the Government of Sri Lanka and the ILO.
- Organised initiatives on labour market issues together with ILO technical experts and for the ILO tripartite partners in Sri Lanka:
 - Labour market legislation,
 - Employment generation,
 - Productivity and workplace safety issues,
 - Regional labour market themes, social security issues, and cooperation between labour market social partners and the Government.
- Carried out missions to India, Thailand and the Maldives.

PLS Consult, Copenhagen

1990-1991

Student Aid

Danida/Danish Ministry of Foreign Affairs, Copenhagen

1988-1989

Student Aid

EDUCATION

1994 MSc International Development Studies and English, Roskilde University
Basic Education in Social Science, Roskilde University Centre

Further education:

2014 "Social Entrepreneurship, Sustainable Business Practices, and Development Economics: An integrated framework" and "Food for Thought: Food Security and Entrepreneurship", Copenhagen Business School Summer University, June-July 2014

2013 "The Heart of Consulting", two-day course with Geoff Bellman in leadership and organisational change, Copenhagen, September 2013.

2011 Leadership training, "Strong Relations"/ *WORNING & HAAHR Consultants*, emphasizing on strong relational aspects and competences for effective leadership, 3 modules over six months

2006 "Corporate Social Responsibility in Developing Countries: Myth or Reality?", module of a Master's degree in Business and Development, Copenhagen Business School

2004 "Pays Francophones en Développement", module of a Master's degree in Business and Development, Copenhagen Business School

2004 NGO course on participation and organisational change, organised by "the Danish Network for Children and Adolescents" and international consultants.

Language proficiencies

English: Fluent, oral and written

French: Fluent, oral and fairly fluent, written

Spanish: Fluent in reading, fairly fluent oral Spanish