

# Curriculum Vitae

## I. Personal data

Name: Nygaard, Bjørn A.

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Nationality: Danish

Age: 58 (born May 21<sup>st</sup>, 1964)

Gender, Marital Status: Male, married



## II. Education

- University of Aarhus (Denmark), MA Research Degree (mag.art.) in Anthropology (*Conflicts in the Industrial Sector in Malaysia*; 1993).
- Danish Centre for Conflict Resolution, Certified trainer and mediator, 2011.
- University of Hull (UK), Diploma in Bahasa Malaysia, 1991.

## III. Summary of professional skills and/or expertise

### Conflict resolution:

- Resolving conflicts within organisations, groups and between individuals through mediation, conflict-coaching, and group processes like Deep Democracy and facilitative group mediation.
- Conflict resolution training in thematic areas such as mediation, conflict coaching, feedback and communication in one-on-one conflictual situations. Trained and supervised more than one hundred work-place conflict coaches.
- Establishing a culture of conflict resolution for organisations to resolve conflicts when they arise. Includes conflict resolution training, management coaching, supervision, as well as establishing procedures and policies.
- Analysis of organisational and group conflicts for developing context-specific conflict resolution design for specific individual organisations and conflicts.
- *Training Courses (i.e., CPA): Certified trainer and mediator, Danish Centre for Conflict Resolution; Deep Democracy training by Myrna Lewis, Narrative Mediation training by John Winslade; Humanitarian mediation in a multi-cultural conflict context by Jérôme Grimaud.*

### Programming, monitoring and evaluation:

- A) Program development using e.g., theory of change, scenario development, SWOT-analysis, stakeholder analysis, Logical Framework Analysis and various participatory processes.
- B) Establishing monitoring and management information systems in programmes.
- C) Learning focused evaluation based on both qualitative and quantitative methodologies and innovation workshops. Author of a book on evaluation as a management tool.

### Management:

- Manager: Danish Centre for Conflict Resolution (finance and international activities), 2015-19.
- Director: Consultancy firm “ideas2action”, 2016 to date.
- Manager: Planning and monitoring department in Danida programme in Kenya, 1994-97.
- Change Management with a focus on conflict resolution in various large consultancy projects and in the Danish Centre for Conflict Resolution itself (a turnaround), 2015 to date.

- Board memberships: Conducive Space for Peace (2019 to date), Danish Centre for Conflict Resolution (2014-16), Livia Foundation (2009-12).
- Change Management consultancies with a focus on conflict resolution.
- Establishing Results Based Management systems for 20+ years (Theories of Change, SWOT-analyses, stakeholder analyses, Logical Framework Analyses, participatory planning processes, establishing M&E/MIS systems).
- Training and coaching of leaders and managers in conflict resolution and management.
- Facilitate workshops and seminars with a firm focus on both creativity and practical outcomes.

#### Training/Capacity Building/Supervision:

- 25+ years' experience with training and capacity building in organisations on three continents, inspiring participants through a practical, context-related and personal training approach using storytelling, roleplays, the participants own experiences and more.
- Developing training programmes of one to 21 days duration and developing related training materials and evaluations (generally Kirkpatrick based evaluation).
- Building capacity by combining face-to-face training with development of knowledge resources (e.g., checklists, guides, toolkits, films), supervision and change management activities in order to make it easy to use and implement new skills and procedures.
- Combined on- and off-line training.
- Supervision and coaching of mediators and conflict coaches trained by Bjørn Nygaard.
- *Training Courses* (i.e., CPA): *Supervision training by Peter Kofoed; Coaching training by Gordon Collins The Coaching Network.*

#### Diversity:

- Practises cultural sensitivity in personal and professional relations incl. adapting consultant services to the local context.
- Improving managers' and employees' intercultural competence through coaching and practical training based on lectures, exercises, role-plays, reflection and feedback.
- Analysis of organisations' diversity culture and advising on improvements.
- *Training Courses* (i.e., CPA): *MA Research Degree (mag.art.) in anthropology*

#### Computer skills:

- MS Office package: Use on a daily basis
- E-economics (accounting programme): User
- Online meeting and communication platforms incl. MS Teams, Zoom and Skype: Use on a daily basis

## **IV. Summary of relevant work experience**

#### Employment:

- 2019 to date - Copenhagen Police, Dept. of Restorative Justice – Mediator  
<https://konfliktraad.dk/english.aspx>
- 2011 to date - Danish Centre for Conflict Resolution <https://konfliktloesning.dk/engelsk/> – Manager, mediator and trainer
- 2006 to date ideas2action <https://idethandling.com/english/> - Consultant and owner
- 2013-2014 Living Institute – Diversity Consultant
- 2004-2006 Cubion - Chief Consultant, evaluation and process facilitation
- 2001-2004 NIRAS a/s - Consultant, Dept. of Management and Development
- 1999-2000 COWI a/s - Consultant, Dept. of Institutional, Urban and Human Development
- 1997-1998 NIRAS a/s - Consultant, Denconsult (development aid)

- 1994-1997 Danida - Planning and monitoring adviser at Kitui Integrated Rural Development Programme in Kenya.

Country experience from 1994 to date:

Bhutan, Denmark, Egypt, Kenya, Indonesia, Malaysia, Myanmar, Nepal, Norway, Palestine, Pakistan, Russia, Sweden, Syria, Tanzania, Tunisia, Uganda, Ukraine, Vietnam, Zimbabwe.

**SELECTED CONSULTANCY ASSIGNMENTS:**

A. Conflict resolution

Conflict resolution abroad include:

**2013-2025.** Three weeks training of civil servants and NGO staff from the global South in conflict resolution including mediation, creating a culture of conflict resolution, analysing conflicts, communication in conflicts, public participation in decision-making processes and more. The course has been held in Nepal, Uganda and Denmark Client: Danida Fellowship Centre.

**2023.** Facilitating online seminars on National Dialogues for politicians and CSO in Myanmar. 4 sessions in all. Client: Danish Institute for Parties and Democracy, Myanmar.

**2022.** Training ambassadors in mediation. Client: Danish Ministry of Foreign Affairs.

**2022-23.** Six separate online trainings for politician and CSO-members (about 130 in all) in mediation, consensus building, conflict resolution and negotiation. 29 days training in all. Client: Danish Institute for Parties and Democracy, Myanmar.

**2022.** Four separate online trainings for politician (about 80) in mediation, consensus building, conflict resolution and negotiation. 19 days training in all. Client: Danish Institute for Parties and Democracy, Myanmar.

**2020-21.** Training Kenyan political party representatives in dialogue and conflict resolution in order to enhance cooperation in and between the political parties. The parties have a history of influencing pre- and post- election violence and the project aims at contributing to avoiding this mechanism in the next elections. Client: The Centre for Multiparty Democracy Kenya and Conducive Space for Peace.

**2017.** Training Palestinian Red Cross volunteers in conflict resolution focusing on conflicts with refugees and Israeli authorities as well as conflicts within their teams. Client: Red Cross.

**2016-18.** Capacity building Ukrainian Red Cross (RC) on conflict resolution. This included: A) Training RC volunteers in conflict resolution related to conflicts with internally displaced people, locals as well as conflicts within the teams. B) Identification, training and supervision of local experts and RC staff in order to take over future training of RC volunteers. C) Development of training materials and guidelines. The training is still continuing. Client: Red Cross.

**2015-17.** Training staff in conflict resolution and diversity. Client: Doctors Without Borders.

**2015.** Lecturing at Danish Dialogue Institute (DEDI) in Egypt on dialogue and conflict resolution.

**2007-13.** Training election observers and aid relief workers in conflict resolution. Client: Danida.

**2011.** Training civil servants from Africa and South Asia in conflict resolution (Deep Democracy). Client: Danish Institute for Human Rights.

*Conflict resolution in Denmark:*

**2010 to date.** More than 200 conflict resolution assignments in private and public sector organisations and in culturally mixed housing estates in Denmark. The organisations include political parties, churches, the police, universities, the Parliament, schools, psychiatric wards, hospitals, unions, and NGOs. Methods and tools used include conflict analysis, mediation (approx. 100), conflict coaching, training, group processes, supervision, and formulation of conflict resolution policies and codes of conduct. Example:

At University of Copenhagen, conflicts between groups of employees on different levels and between employees and managers affected a large department's outcomes. A holistic approach was taken to resolve the multi-faceted conflicts. Initially, key stakeholders were identified, interviews disclosing their emotional state, damaged relations and issue-based disagreements were held and followed by an engaging design process. The design included mediation between selected employees and managers, coaching of managers, group mediations, dialogue workshops, training of managers and employees in conflict resolution, establishing conflict culture change agents and a conflict resolution code of conduct for the department. Levels of conflict were substantially reduced.

**2017 to date.** Training public sector and NGO managers and employees in a) group mediation, b) conflict coaching including dealing with their own conflicts, understanding conflicts, communication and conflict coaching techniques and implementing an efficient culture of conflict resolution in their organisations. Seven Danish Centre for Conflict Resolution's 12-days courses for approximately a total of 150 participants.

**2019 to date.** Restorative justice focused mediations for the Danish Police (so called "conflict councils") in cases of violence, rape, traffic incidents, neighbour complaint, divorces and more.

B. Results Based Management (RBM)

**2015-17.** Training civil servants and NGO staff from 4 continents in RBM including monitoring, theory of change, results framework and stakeholder analysis. Client: Danida Fellowship Centre.

**2014-15.** Establish monitoring system including indicators, monitoring tools, reporting formats, logframes and a theory of change for 10-year Framework Programme on Sustainable Consumption and Production Patterns. Client: UNEP.

**2011-17.** Assisting International Media Support in development of a RBM system: a) develop theory of change guidelines b) develop programme strategies including Theory of Change and logframes for more than 20 program countries and c) training staff in RBM. Client: International Media support.

**2009-10.** Establishing a monitoring system in the four billion DKK poverty alleviation programme "1.000 villages" in Egypt. Client: UNDP.

**1994-2015.** Establishing RBM systems in a long range of Danida sector programmes (education, human rights, democratization, agriculture, forestry, legal etc.) in Bhutan, Kenya, Indonesia, Nepal, Pakistan, Russia, Tanzania, Uganda, Vietnam, and Zimbabwe. Client: Danida.

**1994-97.** Planning and Monitoring Adviser in Kenya. Kitui Integrated Development Programme (KIDP) and support to two sister projects. Duties: Managing the planning and monitoring unit. Establishing a planning and monitoring system for the three regional projects, incl. capacity building at government and community level regarding these two issues. Planning included facilitating PRAs,

LFAs (both on management and community level) and baseline studies, as well as writing annual work plans and participating in developing Danida’s new sub-sector agriculture programme for Kenya. Monitoring included establishing community as well as government-based progress and impact monitoring systems (quantitative and qualitative), databases, undertaking an aerial survey and writing quarterly and annual progress reports. Later in the contract period, Bjørn was asked to transfer KIDP’s planning and monitoring systems to two other regional projects, as well as initiating discussions of the same systems in the Ministry of Agriculture. Client: Danida.

**C. Diversity management**

**2012-2017.** Training management and staff in intercultural competence and cooperation. Clients include: Doctors Without Borders, FL Smith Tunisia, Maersk, Denmark’s Technological University, University of Southern Denmark, Nordea, MAN, Siemens, Novo Nordic Foundation, and Pfizer.

**2010-12.** Lectures on the cultural encounter at the workplace and conflict management. Client: University of Kalmar (Sweden), and University of Copenhagen, Institute of Anthropology.

**2006-13.** Training ambassadors and embassy deputy heads of mission, Danida advisors, Human Resource-partners (MfA), UN personnel (JPOs), export advisors, spouses of Danida advisors and embassy staff on intercultural competence and management. Client: Danida, Denmark.

**V. Selected publications:**

- 2021. “Conflict and Contact – about understanding and solving conflicts.” 4<sup>th</sup> edition. Contributions to various chapters. Hovedland (publisher). In Danish only.
- 2017. Multicultural workplaces in the construction sector in Norway. Employers Union, Construction Section, Norway.
- 2015. “Designing and Reviewing Programmes and Projects using Theory of Change – A guide for IMS staff and partners.” International Media Support, 2015.
- 2010. “The Cultural Encounter at the Workplace.” Gyldendal Business (publisher). This publication includes chapters on conflict transformation across cultures. In Danish only.
- 2006: “Evaluation as a Management Tool in the Public Sector.” Børsens Forlag (publisher). With co-author Terkel Skårup. In Danish only.
- 2005-06: “Monitoring at Programme and Project Level (General Issues)”, “Monitoring and Indicators on Education,” and “Monitoring and Indicators on Gender.” Danida.

**VI. Languages**

Language	Verbal proficiency	Written proficiency
Danish	Mother tongue	Mother tongue
English	Fluent	Fluent
German	Minimal working knowledge	-
Kiswahili	Minimal working knowledge	-
Bahasa Malaysia	Minimal working knowledge	-