



## Europass Curriculum Vitae

### Personal information

Surname(s) / First name(s)	<b>Kjaerum, Morten</b>	
Address(es)	Galionsvej 1, 3, 1437 Copenhagen, Denmark	
Telephone(s)		Mobile: +45 27401884
E-mail	Morten@kjaerum.dk	
Nationality	Danish	
Date of birth	30.03.1957	
Gender	Male	
Family status	Married with Professor Ph.D. LLD. Mette Hartlev.	

## Work experiences

Dates	April 2015 –
Position	<b>Director, Raoul Wallenberg Institute of Human Rights and Humanitarian Law, Lund Sweden</b> <b>Adjunct Professor, University of Aalborg, Denmark (since 2013)</b>
Main Activities and Responsibilities	<p>Strategic goals achieved:</p> <ul style="list-style-type: none"> <li>• Re-oriented the organisation to meet new demands;</li> <li>• Strengthened collaboration with Lunds University;</li> <li>• Created an integrated and coherent organisation – linking field offices and HQ better;</li> <li>• Re-positioned RWI on the international and European arena;</li> <li>• 35% increase in budget and staff including expansion of donor group;</li> </ul> <p>Internal:</p> <ul style="list-style-type: none"> <li>• Management of app 80 staff and a total budget of app. SEK 120 mil;</li> <li>• Created a coherent organisation with 7 offices (Nairobi, Amman, Jakarta, Beijing, Phnom Penh, Istanbul and Lund) working in 40 countries;</li> <li>• Engaged staff in a deep change process across many cultures;</li> <li>• Ensured an administratively strong organisation, with sharp priorities;</li> <li>• Serviced and engaged the Board of Trustees;</li> </ul> <p>External:</p> <ul style="list-style-type: none"> <li>• Navigated in highly complex political situations in i.e China and Turkey;</li> <li>• Navigated on highly complex topics such as prison, migration and violence against women;</li> <li>• Widened funding base engaging new categories of donors and strategic partnerships;</li> <li>• Reoriented the RWI Communication work to reach wider and more targeted audiences;</li> <li>• Much demanded speaker both nationally and internationally; from local NGOs to major universities;</li> </ul>
Dates	June 2008 – March 2015
Position	<b>Director, EU Agency for Fundamental Rights (FRA), Vienna, Austria.</b>
Main Activities and Responsibilities	<p>Strategic goals achieved:</p> <ul style="list-style-type: none"> <li>• Established and developed FRA into a unique EU institution which has obtained a clear position in the European human rights landscape;</li> <li>• Developed sound research methodologies to underpin the assistance and expertise offered to EU institutions and Member States;</li> <li>• Established excellent working relations at all levels in EU institutions and Members States;</li> <li>• Developed a dynamic interaction between FRA and statutory bodies and civil society;</li> <li>• Created a smoothly run well managed organisation meeting all the financial requirements and staff regulations;</li> </ul> <p>Internal:</p> <ul style="list-style-type: none"> <li>• Managed more than 100 staff and a large network of consultants with a total budget of app. €20 mil;</li> <li>• Obtained progressively better reports from Internal Audit Service and the Court of Auditors – informally the Agency was ranked among the top 3 on administrative matters;</li> <li>• Changed the Agency from a compartmentalized to a highly integrated institution;</li> <li>• Created a unique 2 years planning scheme for annual work programs;</li> <li>• Serviced the Management Board and other bodies of the institution;</li> </ul> <p>External:</p> <ul style="list-style-type: none"> <li>• External relations management: Relevant Commissioners and high level EU officials, MEPs, Ministers, parliamentarians, high level diplomats, CoE, UN and other IGO officials, national institutions and NGOs;</li> <li>• Facilitated that the findings from surveys and analytical works of the Agency reached the relevant persons and institutions responsible for the issue;</li> <li>• Facilitated strong complementarity and synergies between the work of FRA on the one side and CoE, UN and other EU Agencies on the other side.</li> <li>• Facilitated high level informal dialogues with governments on key human rights topics such as the protection of irregular migrants, data protection and Roma;</li> <li>• Much demanded speaker throughout Europe and regular media contacts;</li> </ul>

Dates	January 2003 – June 2008
Position	<b>Executive Director, Danish Institute for Human Rights (DIHR) and Co-director, Danish Centre for International Studies and Human Rights (DCISHR).</b>
Main activities and responsibilities	<p>Strategic goals achieved:</p> <ul style="list-style-type: none"> <li>• Developed a unique human rights institution, which ranked among the leading in the world;</li> <li>• As chairperson of national human rights institutions created the strongest human rights network in the world;</li> <li>• Respected as a scholar on human rights law and non-discrimination;</li> <li>• Developed methodologies for participatory technical assistance and human rights dialogues</li> <li>• Always kept budgets, low staff turnover and low level of sick leave.</li> </ul> <p>Internal:</p> <ul style="list-style-type: none"> <li>• Managed app. 100 staff and a total budget of app. €12 mil;</li> <li>• Co-management of app. 350 staff and a total budget of app. € 20 mil;</li> <li>• Strategic planning; developed and capitalized on the unique feature of DIHR which is the interaction between research and practical human rights work nationally and internationally;</li> <li>• Serviced the Board of Directors and other political bodies affiliated to the institutions;</li> <li>• Created common values, visions and goals in an international and multi- ethnic staff.</li> </ul> <p>External:</p> <ul style="list-style-type: none"> <li>• External relations management: Ministers, parliamentarians, high level diplomats, EU, CoE, UN and other IGO officials, corporate sector, national institutions and NGOs; Member of the EU network of independent experts monitoring compliance with the EU Charter on Fundamental Rights</li> <li>• Participated in EU and Danish human rights dialogues: China, Iran and India;</li> <li>• Hosted EU secretariat for the EU-China Human Rights Expert Dialogue and the EU-Iran Human Rights Expert Dialogue;</li> <li>• Facilitated collaboration between diverse groups and institutions in several networks nationally and internationally; Chaired the International Group of National Human Rights Institutions (2003-07)</li> <li>• Much demanded speaker both nationally and internationally; from local NGOs to major universities and developed innovative communication strategies with media contact several times a week</li> </ul>

Dates	January 1991-2003
Occupation or position held	<b>Executive Director, the Danish Centre for Human Rights (DCHR).</b>
Main activities and responsibilities	<p>Strategic goals achieved:</p> <ul style="list-style-type: none"> <li>• Developed a small domestic institution into and internationally respected institution which could meet the new human rights challenges;</li> <li>• Set a new agenda domestically and internationally based on dialogue between different stakeholders – governments, civil society, corporate sector etc.;</li> <li>• Created an institution where staff feel appreciated and stimulated;</li> <li>• Always kept budgets</li> </ul> <p>Internal:</p> <ul style="list-style-type: none"> <li>• See above for DIHR;</li> <li>• Economic management and fund raising in rapidly growing institution (1991: € 0.3 mil., 2002: € 12 mil.);</li> <li>• Staff management in a rapidly growing institution (1991: 5, 2002: 85).</li> </ul> <p>External:</p> <ul style="list-style-type: none"> <li>• See above for DIHR;</li> <li>• Developed understanding nationally and internationally for the new human rights agenda;</li> <li>• Developed new strategies, methodologies and programs to implement human rights at local level: Acted as advisor to the Minister of Justice in South Africa (1994-99), Minister of Interior in Serbia (2001–04), numerous Chinese institutions and other countries</li> <li>• Initiated national, regional and international networks of national institutions and NGOs e.g. the Balkan Human Rights Network; the Euro-Mediterranean Human Rights Network, The European Network of National Human Rights Institutions (chairperson 1997-2002)</li> <li>• Developed working relations with EU, CoE, UN and other regional and international IGOs e.g. partner in the EU-China Judicial Program</li> </ul>
Dates	1985-1991
Occupation or position held	Head of the Asylum Department, The Danish Refugee Council
Main activities and responsibilities	<p>Internal:</p> <ul style="list-style-type: none"> <li>• Strategic planning;</li> <li>• Serviced the Board of Directors;</li> <li>• Part of senior management in an organisation with app. 2000 staff members</li> <li>• Built a new department with new functions;</li> <li>• Staff and economic management in a growing institution;</li> <li>• Directed the institution in relation to a politically sensitive area.</li> </ul> <p>External:</p> <ul style="list-style-type: none"> <li>• Built relations to Danish governmental and non-governmental institutions in relation to refugee protection;</li> <li>• Built European network of refugee organisations;</li> <li>• Built relations with EU, CoE, and the UN e.g. involved in discussions on EU regulation on refugees and asylum seekers and took part in UNHCR ExCom</li> <li>• Counselling asylum seekers;</li> <li>• Extensive media contact.</li> </ul>
Dates	1984-1985
Occupation or position held	Legal advisor, The Danish Refugee Council
Main activities and responsibilities	Built a legal advice function in the organisation as well as documentation centre on human rights violations in the countries of origin for people seeking asylum in Denmark. Building the department.

## Recent Membership of boards, councils and committees

2017- Appointed by the UN Secretary General: Member of the Board of Trustees for the United Nations Voluntary Fund for Technical Cooperation in the Field of Human Rights (VFTRC) and of the UPR Trust Fund for Financial and Technical Assistance. Geneva. Elected chairperson of the Board June 2018-20

2015- Co-opted as Chairperson of European Council on Refugees and Exiles, Brussels

2015- Member of Board of Trustees of Institute for Human Rights and Business, London

2015- Member of the Board of Humanity in Action, Copenhagen

2018- Member of the Board of Fryshuset, Stockholm

2018- Member of the Advisory Council of the book series „Interdisciplinary Studies in Human Rights” published by Springer, Centre for Human Rights Erlangen-Nuremberg

2020- Member of the Jury of International Nuremberg Human Rights Award

2014-15 Chairperson of the Network of Directors of European Union Agencies

2014-18 Member of the External Council for the Humanities at University of Copenhagen

2015- Member of the External Panel for the Law Faculty at University of Copenhagen

2002-08: Member of the UN Committee on Elimination of Racial Discrimination. (Elected by State parties first time in 2002 and re-elected in 2006).

## Education and training

Date 1977-84

Title of qualification awarded Master of Law,

Name and type of organisation providing education and training University of Aarhus, Law faculty, Denmark

## Personal skills and competences

Mother tongue(s) **Danish**

Other language(s)

Self-assessment  
*European level (\*)*

**English**

**French**

**German**

**Spanish**

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user
C1	Proficient user	C1	Proficient user	B1	Independent user	B1	Independent user	A2	Basic user
C1	Proficient user	C1	Proficient user	B1	Basic user	B1	Basic user		
B2	Independent user	B1	Independent user						

(\*) *Common European Framework of Reference for Languages*

Social skills and competences	<p>Team work:</p> <ul style="list-style-type: none"> <li>• Throughout my career I have created or recreated organisations for them to meet the challenges of the time. I am good at taking the pulse of current developments, projecting what I see into the future and take the organisational consequences in the present.</li> <li>• I have strong skills in intercultural negotiation, team-work and diplomacy. These skills have been developed in my leadership capacities particularly in the Fundamental Rights Agency and The Raoul Wallenberg Institute but also through my membership of the UN Committee on Elimination of Racial Discrimination.</li> <li>• As chief manager for most of my active working life I have acquired strong skills in facilitating, stimulating and coaching team work.</li> <li>• Facilitator: I have been chairman of both the European (1997-2002) and International (2004-07) networks of National Human Rights Commissions and have in both cases facilitated the creation of very strong networks; Co-opted as Chairperson of ECRE since 2015 recreating and strengthening the European network. Since 2018 Chairing the UN Board of Trustees.</li> <li>• I have been a highly active participant in EU human rights dialogues: China, Iran and India as well as in Danish driven human rights dialogues.</li> <li>• For 7 years, I build and positioned the EU FRA in the landscape of EU institutions as a trusted and respected agency with the biggest out-reach of all EU institutions. I managed to navigate in a highly politized landscape.</li> <li>• At the RWI I managed to recreate a common vision for the entire institution including 7 expanding offices and position the organisation in Sweden.</li> </ul> <p>Respect:</p> <ul style="list-style-type: none"> <li>• Having been involved in human rights capacity building in many countries I have learned to respect and work with differences while upholding fundamental principles at the same time.</li> <li>• Developing an active diversity policy has given me the skills to create an atmosphere of inclusion and recognition.</li> </ul> <p>I see opportunities, options and challenges rather than risks, barriers and problems.</p>
Organisational skills and competences	<p>I have developed DIHR and FRA from small organisations into large internationally recognized institutions which has taken organisational skills at all levels; I managed to re-new the vision and mission of RWI in light of the new trends in the field of human rights and democracy.</p> <p>I have an extensive personal global network.</p> <p>I have received extensive training in general management, strategic planning and human resource management including at Wharton business school, University of Pennsylvania (2006).</p>
Computer skills and competences	<p>I use most modern computer programs.</p>
Other skills and competences	<p>I am a highly experienced speaker and lecturer with 75-100 lectures, presentations or speeches annually for at least 30 years:</p> <p>Have lectured on human rights, discrimination, corporate sector and human rights, EU-law etc. in e.g.:</p> <ul style="list-style-type: none"> <li>• Europe: Danish Universities, Oxford University, Sorbonne, University of Zürich, University of Milan and numerous other places</li> <li>• USA: World Bank, Harvard, University of Washington, University of Minneapolis, North Eastern University</li> <li>• China: Universities in Beijing, Shanghai, Guangzhou, Changsha</li> </ul>

## Additional information

I have published extensively on fundamental rights and human rights in general, particularly on refugee protection and non-discrimination in both national and international journals and books. In 2021 i co-edited and contributed to two books on Covid-19 and Human Rights and on Poverty and Human Right

I have received several awards and prizes:

- The Grand Decoration of Honor in Gold with Star from the President of the Republic of Austria
- Prof. Li Buyun, Law Prize (China) for having developed innovative human rights education and links between China and Europe in this regard (was granted but blocked)
- Prize from Spanish Government for my work on violence against women
- The prize from the Danish LGBT organisation
- The prize from the organisation of the elderly
- The prize from the association of disabled in Denmark
- The prize from religious minorities
- The innovation price

A full list of prizes can be provided if requested

In 2007 a book of 500 pages with a foreword by Mary Robinson was made in my honour.

Long distance skier – participated several times in Wasa loppet (the Wasa run) (90 km).