



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s)	Franz-Michael Skjold Mellbin		
Address	Amalievej 23, DK-1875 Copenhagen F, Denmark		
Telephone(s)	+45 33 92 09 53	Mobile	+45 41 73 38 54
E-mail(s)	framel@um.dk		
Nationality	Danish		
Date of birth	11 Nov 58		
Gender	Male		

Desired employment / Occupational field	Head of Delegation/EUSR to Afghanistan (EEAS/HOD/2013/II)
--	--

Summary of key qualifications

28 years of diplomatic experience, including as Danish Ambassador to Afghanistan and Japan. Acting Under-Secretary of State. Danish SRAP.

Strong leadership skills developed over long career, including in a multicultural setting. Presently manager for approx. 100 persons and a total budget of 800 million Euro.

Key responsibility for the formulation of Danish policies towards Afghanistan for several years. Large personal network to key Afghan, Danish, European and NATO policy makers.

Leading authority on Denmark's comprehensive/integrated approach to stabilisation in fragile and conflict affected areas. Proven track record of successful coordination of civilian and military stabilisation efforts and successful implementation of development assistance in fragile environments.

Strong knowledge of European politics and EU procedures – both in Brussels and in the field.

Expert on political communication.

Work experience

Dates	15 Feb 13 →
Occupation or position held	Acting Under-Secretary of State for Global Politics and Security Ministry of Foreign Affairs Denmark
Main activities and responsibilities	Responsible for 4 departments covering Denmark's relations with and overall policies and strategies towards the countries in Africa, Asia, Latin America, Oceania, the Middle East and North Africa, Denmark's participation in EU external action as well as regional and international cooperation in relation to these regions. Development cooperation and implementation of regional assistance. Formulation of policy initiatives, analyses, country strategies and regional strategies. Also global stabilisation and security policy issues, including EU and NATO security policy cooperation, counter-terrorism as well as civil emergency planning. Focus on fragile states and emerging threats and the changing global security situation and subsequently enhanced coordination of security policy and political, military, developmental and humanitarian activities. Also, Denmark's European correspondent is located in GPS to ensure coherent Danish input to the Common Foreign and Security Policy of the European Union and good working relations with the European External Action Service (EEAS) Staff: 96. Budget: 800M Euro. Hierarchy: 3rd tier

1 Aug 12 →

**Special Representative for Afghanistan and Pakistan (SRAP),
Ministry of Foreign Affairs Denmark**

Providing a high-level contact point for international partners while working to strengthen regional cooperation towards stabilising Afghanistan and the region. Close contact with international partners and allies both within the region and beyond, especially the US. Focal point for talks with Pakistan and Iran on Afghanistan. Supporting and facilitating high-level track II talks between India, Pakistan and Afghanistan. Working to ensure a coordinated donor approach towards the future ANSF financing mechanism while maintaining vital Afghan ownership and balancing the need for sufficient donor safeguards.

Ministry of Foreign Affairs of Denmark

1 Aug 12 →

Head of Department for Asia, Latin America and Oceania, Ministry of Foreign Affairs

Responsible for bilateral relations with and overall policies and strategies towards Asia, Latin America, the Caribbean and Oceania including development assistance as well as promoting Danish foreign policy and commercial interests towards the regions. Specifically responsible for all Denmark's civilian efforts in Afghanistan and Pakistan. Coordinating Denmark's foreign policy, development assistance and military operations in Afghanistan. Head of the Intra Ministerial Afghanistan Task Force and responsible for the implementation of the Government's overall Afghanistan strategy. Responsible for maintaining Denmark's regional interests and supporting regional activities including through development assistance. ASEM and ASEAN. Danish interests and focus areas regarding the regions within the EU, the UN and other multilateral fora, including in the EU's Common Foreign and Security Policy (CFSP) and strategic relations with partners in the regions. Directed the successful political negotiations on Denmark's new "Afghanistan Plan 2013-14" which provides a strong, broad based political support for Denmark's continued assistance to Afghanistan while gradually withdrawing its fighting forces. Successfully implemented a further deepening of Denmark's political ties with China while proactively pushing for increased EU cooperation and coordination as outlined in the recent DK/UK/SE/NL non-paper. Planned and implemented the negotiations which opened for the renewal of friendly ties between India and Denmark.

Staff: 28. Budget: 200M Euro. Hierarchy: 4th tier
Ministry of Foreign Affairs of Denmark

1 Aug 12 →

Governor Inter-American Development Bank (IDB) , Ministry of Foreign Affairs

Responsible for Denmark's equity investment in the bank. Directing Denmark's strategic interests in the IDB. Representing Denmark at the Board of Governors' yearly meetings.

Ministry of Foreign Affairs of Denmark

1 Aug 12 →

Alternate Governor Asian Development Bank (AsDB) , Ministry of Foreign Affairs

Responsible for Denmark's equity investment in the bank. Directing Denmark's strategic interests in the ADB. Representing Denmark at the Board of Governors' yearly meetings.

Ministry of Foreign Affairs of Denmark

1 Sep 11 – 1 Aug 12

Head of Department for Stabilisation, Ministry of Foreign Affairs

Responsible for Denmark's stabilisation efforts in fragile and conflict affected states including regional and country specific stabilisation programmes. Ensuring a comprehensive/integrated approach to stabilisation. Coordinating the stabilisation efforts of all civilian and military Government Institutions in Denmark and in theatres of operation. Policy development within Stabilisation. Secretariat for the Government's Comprehensive Coordination Board and member of the board. Head of the Intra Ministerial Afghanistan Task Force responsible for the implementation of the Government's overall Afghanistan strategy. Responsible for Denmark's civilian efforts in Afghanistan. Coordination with the EU and other multilateral institutions on stabilisation. Initiated and directed Denmark's so-called "3C"-

initiative which successfully mobilised more than 1 Bill. USD p.a. from a global range of international partners to support a viable Afghan National Security Force post-2014. Authored the incoming Government's new stabilisation and Afghanistan policies and initiated a reorganization of the Finance Act to allow for a more flexible and comprehensive financing of stabilisation efforts. Initiated the Danish Presidency's Comprehensive Approach Initiative, launched at a seminar on EU Comprehensive Approach in Brussels in February 2012 seeking to maximise EU's full potential in dealing with fragile and conflict affected states. Ensured close cooperation between Danish and EU antipiracy and security sector capacity building support to the Horn of Africa, specifically for Somalia, Kenya and regional organisations. Programmed the Danish Peace and Stabilisation Programme for 2012-15 in close cooperation with the EU CAP NESTOR and other EU justice and security related support. Facilitated fast-disbursing Danish cofinancing [1.6 mill. EURO] to the EU programme "Contribution à la Consolidation de la Paix au Nord Niger". Initiated the Danish Minister of Development's co-chair of the International Dialogue on Peacekeeping and Statebuilding as part of Denmark's drive towards the implementation of the so-called "New Deal" principles for fragile states.

Staff: 18. Budget: 100M Euro. Hierarchy: 4th tier
Ministry of Foreign Affairs of Denmark

1 Sep 2008 – 1 Sep 2011

Ambassador of Denmark to Japan, Tokyo

Responsible for Denmark's political, business and investment promotion interests in Japan as well as other bilateral issues. Successfully initiated a focussed Danish campaign to open EU-Japan talks on a free trade agreement which resulted in the opening of a scoping exercise in 2011. Handled the 2011 Tsunami and Fukushima nuclear disaster emergency to public acclaim in Denmark, keeping the Embassy open and working 24/7 throughout the disaster. Specific results: Ensuring the safety of all Danish citizens in Japan within 48 hours, using web-casts and other social media to keep Danes well informed, mobilising and delivering Danish emergency aid to the city of Higashi-Matushima shortly after the tsunami. Also managed full-service logistical support to the EU Emergency Relief Team to Japan to alleviate the EU-Embassy in Tokyo, including providing key support staff and mobilising suitable vehicles and petrol – all in desperately short supply at the time. During my tenure the Embassy consistently reached all its results based targets – something that it had failed to do in the preceding three years, while scoring one of the highest customer satisfaction rates amongst Danish Missions. I also developed and successfully implemented a public relations strategy aimed at making the Embassy of Denmark one of the top three publically recognised Embassies in Japan. Finally, I headed a drive to publically promote green energy solutions and was consequently awarded the Japanese Government's "Cool Biz Award" for my efforts to promote energy savings.

Staff: 32. Budget: 3M Euro p.a. Hierarchy: Ambassador reporting directly to Senior Management at the Ministry and to the Minister for Foreign Affairs
Embassy of Denmark, Japan – Ministry of Foreign Affairs of Denmark

1 Sep 2007 – 1 Sep 2008

(1. Jan 2007 – 1 Sep 2007, repeated missions to Afghanistan in preparation of ambassadorship)

Ambassador of Denmark to Afghanistan, Kabul

Responsible for the overall coordination of Denmark's political, development and military efforts in Afghanistan including coordination on in-theatre issues with the United Kingdom, the US and Germany. Head of the Danish Delegation to The Tokyo Conference on Afghanistan. Personal Member of the Afghan Governments so-called "Policy Action Group" which constituted the Government's War Council gaining first-hand knowledge of the strategic and tactical thinking of the Afghan Government as well as the resilience and development of the insurgency and the security relations between the centre and the various provinces and their districts. Successfully planned and implemented Denmark's initial stabilisation efforts based on sound development and fiduciary principles, focussing from the very first on building Afghan capacity and ensuring Afghan ownership at the Central Government level and working through existing Provincial delivery structures. This delivery model has stood the test of time and is often cited as a leading delivery model by the World Bank. Initiated the redeployment of Danish troops from North and Central Afghanistan to focus on the South and Helmand Province. Together with Afghan Minister of Education, Atmar, I spearheaded a very successful education drive in Helmand in 2007 which turned the tide against an insurgency campaign to keep schools closed and deny children access to education. Today the number of school children in Helmand has never been higher and education outreach goes even beyond government controlled areas. Negotiated in-theatre deployment of Danish troops in Helmand with the United Kingdom in Fall 2007 and Spring 2008. During the so-called second Mohammed-crisis (2008) I successfully initiated a mediation process with key Afghan religious leaders which ended the rapidly mounting violent protests against Denmark in

Afghanistan. Successfully developed and implemented a pro-active press strategy for Denmark's efforts in Afghanistan, which helped increase public support for the Government's Afghan policy and during which a majority of Danes became supportive of the Afghanistan mission in spite of continued heavy Danish losses. Finally, an external HR review concluded that I successfully created a positive and focussed working environment that helped build an extraordinary strong sense of comradeship amongst both locally employed and expat staff which made the Embassy very robust towards external pressures.

Staff: 43. Budget 45M Euro p.a. Hierarchy: Ambassador reporting directly to Senior Management at the Ministry and to the Minister for Foreign Affairs
Embassy of Denmark, Kabul – Ministry of Foreign Affairs of Denmark

1 Sep 2005 – 1 Sep 2007

Head of Department for Business Development, Ministry of Foreign Affairs

Responsible for Business Development policies including DANIDA's Business Development Programmes and DANIDA's soft loan window (mixed credits). Secretariat for the Board for Mixed Credits. The Industrialisation Fund for Developing Countries (IFU). CSR and anti-corruption policies and programmes. Procurement including EU procurement regulation and enforcing EU procurement standards. Consultancy and consultant contracting. "Doing Business" and cooperation with the IFC. Initiated the streamlining of all DANIDA's business development tools and the establishment of a "One-stop-shop" for Danish development financing instruments towards both Danish and recipient country clients, enabling cross cutting synergies and aligning instruments towards the needs of business clients as primary customers. Initiated the refocusing of DANIDA's business development guidelines to focus on the poorest developing countries. Established new, innovative business financing mechanisms in close cooperation with private financial institutions. Initiated the Ministry's first anti-corruption strategy. Member of EU, OECD and UN expert working groups on Private Sector Development. Deputy Chairperson of the Danida Fellowship Centre.

Staff: 52. Budget 160M Euro p.a. Hierarchy: 4th tier
Ministry of Foreign Affairs of Denmark

1 Sep 2001 – 1 Sep 2005

Deputy Head of Department for Policy and Planning, Ministry of Foreign Affairs

Department responsible for formulating new policies and political initiatives for the Minister of Foreign Affairs/Development and for coordinating and developing Denmark's development policies, including all EU development policies and efforts and Denmark's participation in the EU development cooperation. AVS and the Cotonu Agreement. Revision of the EU's Common Development Assistance and Coherence agenda. Administration of Denmark's Development Research programmes and assistance. Secretariat for the DANIDA Board of Directors. Alternate member of the Ministry's Executive Board. Responsible for administering the Finance Bill on Denmark's Development Budget (1.8 Bill. Euro) and directly responsible for all approbation bills to Parliament. Directly responsible for DANIDA's Annual Report and DAC reporting. Directly responsible for Denmark's ICT and Development Policies and Programmes. Responsible for integrating human rights and democracy in Danish development policies. Responsible for the EU Development Council meetings during the Danish EU Presidency 2002. Head of the Ministry's Anti-terror Working Group reporting directly to Senior Management on terror related issues and developments as well as coordinating anti-terror policies and programmes. In November 2002 I initiated and was named Secretary for a group of Personal Representatives of EU Foreign Ministers to analyse the links between extreme fundamentalism and terrorism, and present actionable recommendations to the European Council [The Extreme Fundamentalism and Terrorism Group (EFTG)]. The resulting report inspired so-called "Arab Initiatives/Arab Partnerships" in several member states and influenced the EU's anti-terror work. Chairperson of the Bellanet International Steering Committee (now Bellanet Alliance). Alternate member of the Board for Cultural Co-Operation with Developing Countries.

Staff: 24. Budget: 150M Euro p.a. Hierarchy: 5th tier.
Ministry of Foreign Affairs of Denmark

1 Sep 1999 – 1 Sep 2001

Deputy Head of Department for Southern and Western Africa, Ministry of Foreign Affairs

Department responsible for bilateral relations with and overall policies and strategies towards Western and Southern Africa including development assistance as well as promoting Danish foreign policy and commercial interests towards the region. Safeguarding and promoting Danish interests and focus areas regarding the regions within the EU, the UN and other multilateral fora, including in the EU's

Common Foreign and Security Policy (CFSP). Responsible for programme budgeting, accounting and appropriations. Responsible for presenting new development programmes for the DANIDA Board of Directors. Head of Delegation of Denmark's yearly development cooperation consultations with the Governments of Tanzania, Kenya and South Africa. Deputy Head of Delegation at the yearly SADC-meetings. Member of the Board of Directors of the NORSAD Development Fund. In 2000 I initiated and authored the first comprehensive Africa Strategy for DANIDA.

Staff: 18. Budget: 170M Euro p.a. Hierarchy: 5th tier.
Ministry of Foreign Affairs of Denmark

1 Sep 1994 – 1 Sep 1999

Deputy Head of Mission, Embassy of Denmark, Beijing

Embassy responsible for Denmark's political, development, business and investment promotion interests in China, North Korea and Mongolia as well as other bilateral issues. Jointly responsible for political reporting (together with the Ambassador) on China and North Korea. Responsible for reporting on the Communist Party, macro finance, security and defence issues, Tibet, Xinjiang and minorities. Human rights and access to information. Initiated and implemented the first international village election observation mission in China, paving the way for subsequent village election observation missions by the EU and its member states and other international actors. Successfully negotiated and established a unique Danish Human Rights Programme in Tibet. Organised and led a Nordic Embassy mission to the Three Gorges Dam, which reopened mixed credit financing to the project. Solely responsible for managing Danish Humanitarian assistance to North Korea (1.3 mill. Euro. Successfully negotiated the first foreign emergency relief mission to the North Korean countryside (following the floods).

Staff: 32. Budget: 15M Euro. p.a. Hierarchy: Reporting through Ambassador to Head of the Asia Department.

Embassy of Denmark, China – Ministry of Foreign Affairs of Denmark

1 Sep 1992 – 1 Sep 1994

Head of Section, Department for Eastern and Western Africa, Ministry of Foreign Affairs

EU and COAFR coordinator for African Affairs. Assistant Chair for the COAFR working group during the Danish EU-Presidency (1993) during which I initiated a Troika Ministerial visit to South Sudan. Responsible for Denmark's political relations to and development programmes in Ethiopia, Eritrea, Somalia, Sudan, Rwanda and Burundi. Handled the Rwanda and Somali crisis and Eritrean independence. Authored the EU Election Observation Mission's response to the Kenyan elections (1992) and (together with the UK Ambassador of Ethiopia) the EU HOM's response to the Ethiopian elections (1994).

Staff (team): 2. Budget (Section): 5M Euro. Hierarchy: 5th tier
Ministry of Foreign Affairs of Denmark

1 Apr 1992 – 1 Sep 1992

Deputy Head of Mission, Embassy of Denmark, Brasilia

(Acting Head of Mission 1 Apr 1992 – 1 Aug 1992)

Embassy responsible for Denmark's political, development, business and investment promotion interests in Brazil as well as other bilateral issues. Responsible for planning and preparing Denmark's participation in the Rio 1992 Earth Summit.

Staff (team): 6. Budget: 0.8M Euro. Hierarchy: Reporting directly to the Head of Department for Middle East and Latin America and Senior Management (until 1 Aug 1992). After 1 Aug, 1992: Reporting through Ambassador to the Head of Department for Middle East and Latin America.

Embassy of Denmark, Brazil – Ministry of Foreign Affairs of Denmark

1 Feb 1991 – 1 Apr 1992

Head of Section, Department for Security and Disarmament, Ministry of Foreign Affairs

NATO enlargement (Alternate member of the red/blue team and green team meetings). Treaty on Conventional Arms Disarmament. Arms treaty inspections. EU common defence. WEU. EU observer missions to the Balkans. Secretary of the Government's Security Council. Alternate Secretary of the Parliament's Foreign Affairs Committee.

Staff n/a. Budget n/a. Hierarchy: 5th tier
Ministry of Foreign Affairs of Denmark

1 Feb 1988 – 1 Feb 1991

First Secretary, Embassy of Denmark to Western Germany/Germany, Bonn

Responsible for Political reporting and EU coordination between Denmark and Germany (covering: Environment, Development, Economics; Finance and Transport). During the German unification process I reported directly to Copenhagen on selected issues; Policy of German Parties on the reunification and elections in the former GDR (to Senior Management and the Minister for Foreign Affairs); Confiscated property in the former GDR (to the Ministry of Foreign Affairs); Crimes committed by GDR state institutions and employees (to the Ministry of Justice); Border issues and State succession (to the to the Ministry of Foreign Affairs and Justice).

Staff (team) 1. Budget n/a. Hierarchy: Reporting through Ambassador to relevant Heads of Department in Government Ministries (after Nov 1989 also reporting directly to Copenhagen on selected issues regarding German unification).

Embassy of Denmark, Western Germany/Germany – Ministry of Foreign Affairs of Denmark

1 Sep 1986 – 1 Feb 1988

Head of Section, Department for Policy and Planning

Dealing with Danish Development Policy. Secretary for DANIDA's Board of Directors and for DANIDA's Advisory Board. Responsible for screening all appropriation bills presented to Parliament on development assistance.

Staff n/a. Budget n/a. Hierarchy: 5th tier

Ministry of Foreign Affairs of Denmark

1 Oct 1985 – 1 Sep 1986

Head of Section, Department for EU Sector Policies, Ministry of Foreign Affairs

Covering and participating in the relevant EU workings groups on EU's Internal Market and the White Book. Selected EU sector policies and regional programmes. EU research programmes (HERMES, EUREKA etc.). EU and European Space Programmes.

Staff n/a. Budget n/a. Hierarchy: 5th tier

Ministry of Foreign Affairs of Denmark

1 May 1984 – 1 Oct 1985

Head of Section, VAT Department, Ministry of Taxation

VAT legislation. EU VAT regulation (Sixth VAT Directive). EU VAT working group.

Staff n/a. Budget n/a. Hierarchy: 5th tier

Ministry of Taxation

Nicolai Eigtved Gade 28, 1402 Copenhagen (Denmark)

1 Sep 1983 – 1 May 1984

Lawyer

Practicing lawyer specialising in damages outside contract, worker accident claims and EU's Directive 77/187/EEC 1977 on Employees' rights in the event of business transfers.

Staff n/a. Budget n/a. Hierarchy: 2nd tier

Advokaterne Bredgade 3 / Vestergaard & Poulsen

Additional occupation and positions held:

1 Sep 2002 – 1 Jul 2007

Independent consultancy on Strategic and Political Communication (Part time)

Selected clients: Members of the Parliament of Greenland, the Ministry of Finance, the Ministry of Economics, the Ministry of Public Works, the Ministry of Employment, the Ministry of Defence and the Danish Defence Command as well as several Municipalities including the Municipality of Aarhus (next-largest Municipality of Denmark). In addition I held a number of seminars and courses on Strategic

and Political Communication for government and corporate professionals.
Self-employed / selected seminars and courses in cooperation with DJØF
Gothersgade 133, 1123 Copenhagen (Denmark)

1991 – 1994 and 1985 – 1988

Teacher of Human Rights and Constitutional Law (Part time)

Faculty of Law, University of Copenhagen
Studiestræde 6, 1455 Copenhagen (Denmark)

Type of business or sector Diplomat

Education and training

Dates

Title of qualification awarded

Name and type of organisation providing education and training

1983

Master of Law, University of Copenhagen, Denmark

1985 – 1986 Language training

English and French, passing mandatory foreign service language tests

2000 Management Training

Ministry of Foreign Affairs (Consultants)

2005 Advanced Management Training

Ministry of Finance (Consultants)

Anti-terror and emergency preparedness training (2007)

Intercultural Management (2009)

Ministry of Foreign Affairs (Personal coach)

Personal skills and competences

Mother tongue(s)

Danish

Other language(s)

Self-assessment

European level (*)

English

French

German

Swedish

Norwegian

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

(*) Common European Framework of Reference (CEF) level

Social skills and competences

Friendly, open, direct – and professional. Good networker.

Organisational skills and competences	Strong leadership skills developed over long career, including in a multicultural setting (more than 60 per cent local staff in Brasilia, Beijing, Kabul and Tokyo). Proven track record of being able to focus and inspire people and manage scarce resources during times of acute crisis (earth quake, nuclear disaster) and extreme pressure (attacks, bombings). Leadership style: to provide overall strategic and policy direction while ensuring quality control and communicating clear goals, being receptive, inclusive, communicative and respectful towards staff.
Technical skills and competences	-
Computer skills and competences	Expert command of Microsoft Office Package. Advanced ICT.
Artistic skills and competences	Photography.
Other skills and competences	Communications and Public Relations expert. I have written major speeches and leading articles for more than 20 Danish Cabinet Ministers, including 3 Danish Prime Ministers.
Publications	In 2011, together with my wife Eva Fischer Mellbin, I published a book on the Danish Prime Minister's New Years' Speeches; "Nu Gælder Det Danmark!" (Lindhardt & Ringhof, ISBN: 9788711405260) which received wide spread critical acclaim including full page reviews in 4 leading Danish newspapers.
Driving licence(s)	A, B
Additional information	Married, three children (15, 18 & 23)
References	Personal references from my posting as Ambassador in Kabul: <ul style="list-style-type: none"> - Former EUSR in Kabul, Ambassador Francesc Vendrell, Johns Hopkins University of Bologna - Former UK Ambassador in Kabul; Sir Sherard Cowper-Coles, BAE Systems PLC, London