



## Mr. Arne Disch

### Scanteam

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**NATIONALITY:** Norwegian

#### KEY QUALIFICATIONS:

- 16 years in Africa and Latin America for UNDP, Norad, World Bank and as a university professor. Since 1996 full-time consultant in Norway.
- Work areas cover policy studies; aid effectiveness; fragile states and post-conflict issues; institutional and organisational development; governance and anti-corruption; economic policy, public finance management including planning, budgeting, sector programming and risk assessments; project and program appraisal, monitoring, reviews and evaluation; micro-finance; methodology development, training.
- Particular interest in larger policy reviews, capacity development. Team leader for numerous multi-organisational, multi-cultural evaluation teams.

**LANGUAGES:**

<b>Norwegian:</b>	Mother tongue
<b>English:</b>	Fluent
<b>Portuguese:</b>	Fluent
<b>Spanish, French:</b>	Read, understand well, speak OK
<b>German:</b>	Working knowledge

#### COUNTRY WORK EXPERIENCE:

**Africa:** Angola, Burundi, Central African Republic, DemRep of Congo, Kenya, Malawi, Mozambique, Namibia, Republic of Congo, Rwanda, Tanzania, Uganda, Zimbabwe.

**Asia:** Afghanistan, Bangladesh, Cambodia, Indonesia, Laos, Malaysia, Palestinian Territories, Thailand, Vietnam, Yemen.

**Latin-America:** Brazil, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama.

**Europe:** Bosnia-Herzegovina, Czech Republic, Lithuania, Portugal, Norway

**EDUCATION:**

<b>1983</b>	Ph.D., Economics, Yale University
<b>1977</b>	M.A., International Relations, Yale University
<b>1975</b>	Political Science, École Supérieure en Sciences Sociales, Paris
<b>1974</b>	Political Science, University of Hamburg
<b>1974</b>	Sociology and History, University of Oslo

## EMPLOYMENT

### September 1999 – Present

*Employer:* Scanteam – Oslo, Norway

*Position:* Managing Partner

*Duties:* Full-time consultant, working particularly on policy-based reviews and evaluations. As of January 2002 Managing Partner of Scanteam.

### Oct 1997 – Aug 1999

*Employer:* ECON Center for Economic Analyses – Oslo, Norway

*Position:* Senior Economist; Business Manager for "Development Economics" area

*Duties:* Full-time consultant, head of Development Economics business area.

### February – August 1997

*Employer:* Asplan Viak – Oslo, Norway

*Position:* Senior Economist

*Duties:* Full-time consultant, largely in development but also Norwegian projects.

### August 1996 – February 1997

*Employer:* Centre for Development and the Environment ("SUM"), University of Oslo

*Position:* Senior Researcher

*Duties:* Responsible for co-ordinating Scandinavian and producing own contributions to the World Bank's *WDR 1997: The State in a Changing World*

### April 1992 – May 1996

*Employer:* The World Bank, Zimbabwe Country Office – Harare, Zimbabwe

*Position:* Economist, Public Expenditure Review (PER).

*Duties:* PERs, social sector development, poverty reduction activities in region:  
Zimbabwe: PER, public admin reform/ decentralization, poverty reduction strategies.  
Mozambique: Labor markets, distortionary impact of aid, aid co-ordination.  
Namibia: PER, public admin reform, aid co-ordination/external resource management.

### August 1988 – March 1992

*Employer:* Norad – Norwegian Embassy, Maputo, Mozambique.

*Position:* Deputy Representative + Country Economist.

*Duties:* Health, fisheries, import support programs; donor coordination.

### September 1983 – September 1988

*Employer:* UN Development Programme - Maputo, Mozambique & Kampala, Uganda.

*Position:* Assistant Resident Representative/Programmes.

*Duties:* Head of program sections; drafted country programmes both places; trained staff, improved programme and project development and monitoring systems.

### August 1980 – August 1983

*Employer:* Institute for Economic Studies ("FIEP"), University of São Paulo, Brazil.

*Position:* Visiting Researcher/Professor.

*Duties:* Taught development, agricultural econ, econ history. Research on agricultural policies, technical change, income distribution; profits-function econometrics.

## TEACHING/TRAINING/FACILITATION

- Taught three years, São Paulo university (1980-83), one semester Oslo University (1996).
- Since 2000, teaching/responsible for Results-based Management (LFA, Evaluation, Indicator Development, Risk Analysis) 2-4 times/year for Norad/MFA staff, and lately also for other Norwegian ministries and public institutions. Includes constant updating/adaptations of course contents/manuals/exercises.
- Facilitate/lead workshops/seminars on strategy/methodologies for NGOs, others.

## CONSULTANCIES

### 2010

- Team leader, evaluation of Norway's support to Democratic Development through the UN 1999-2008, focusing on **fragile states**. *Norad*.

### 2009

- Team leader, evaluation of Norway's USD 1.5 billion support to the Western Balkans 1991-2008, focusing on **Bosnia, Kosovo and Serbia**. *Norad*.
- Team member, assessment of early planning phase of large-scale public investment programs in Norway (methodology-based review). *Norway's Ministry of Finance*.
- Team leader, end of program evaluation, USD 500 million Multi-country Demobilization and Reintegration Program, seven countries in **Central Africa**. *World Bank*.
- **Quality Assuror**: (i) Demining in Sri Lanka, (ii) Baseline study, natural resources in Malawi and Tanzania, (iii) Human trafficking in Mozambique.

### 2008

- Team leader, ten-person team carrying out mid-term evaluation of USD 700 million Multi-donor Fund for Aceh's post-tsunami reconstruction. **Indonesia, World Bank**.
- Team leader six-person team, evaluation of USD 2.4 billion Afghanistan Reconstruction Trust Fund for 27-donor consortium, comprehensive policy, management structure and performance review. **Afghanistan, World Bank**.
- Desk-study of Norwegian Good Governance trust funds in the four multilateral development banks. **Norad**.
- Responsible, preparation of five-year roll-out Strategic Planning and Policy Development program for Bosnian authorities across governments and sectors. **Bosnia, UNDP**.
- **Quality Assuror**: (i) Evaluation of Iraq Multi-donor Trust Funds (IRFFI), (ii) Evaluation of the Partnership Results from Norway's support to new EU Member States.
- **Training**: (i) RBM and project preparation course for staff of Norway's Auditor General's office; (ii) RBM and Security Sector Reform workshop for Ministry of Defense officials from Norway, Denmark, Estonia, Latvia and Lithuania.

### 2007

- Team leader, synthesis study of best practice and innovative approaches to capacity development in low-income African countries. *Norad's Evaluation Department*.
- Team leader, study of funding modalities for support to civil society; field work in six countries for Nordic+ donor group. In collaboration with ODI/UK. *Norad*.

- Review of World Bank, African Development Bank and Asian Development Bank policies to fragile states. **MFA.**
- Study of financing arrangements for reconstruction and development in Somalia. Part of larger multi-donor team. **Kenya. DFID + Norad.**
- Mid-term Review of the UN Development Assistance Framework, **Angola, UNDP.**
- Develop management information/indicator system, water sector. **Mozambique, WBank.**
- **Quality Assuror:** (i) Study on the causes of breakdown in Timor Leste; (ii) Review of Sudan Multi-donor Trust Funds; (iii) Evaluation of Norway's power sector support; (iv) Review of the structure of Iraq Multi-donor Trust Funds (IRFFI).
- **Training:** (i) Four RBM courses for MFA, Norad staff; (ii) Four RBM/SSR workshops for Ministry of Defense; (iii) RBM workshop for Norway's partners in Western Balkans.

## 2006

- Review of Norway's 2001-2004 support to EU accession countries in Central Europe. **Lithuania, Norway's MFA.**
- Team leader, review of Post-crisis Multi-donor Trust Funds managed by World Bank and UN. **Indonesia, Burundi, Central African Republic, Rwanda, Norad/World Bank.**
- Project coordinator, review of how to improve UN System-World Bank relations in the field based on four country visits by Scanteam. **MFA.**
- Review of Norwegian budget support policies. **Norad.**
- **Quality Assuror:** Review of Norway's support to Guatemala through UN;
- **Training:** (i) Three RBM courses for MFA, Norad staff; (ii) RBM workshop for officials of staff at Financial Mechanism Office in Brussels.

## 2005

- Adviser, review of global evaluation on budget support. **Norad.**
- Resource person and facilitator at national anti-corruption seminar. **Mozambique, British Council.**
- Team leader, development of capacity building project for strategic planning and policy development in the public sector. **Bosnia & Herzegovina, UNDP.**
- Team leader, develop new approach to capacity building linked with budget support. **Mozambique, DFID**
- Appraisal of projects and overall Norwegian support in energy sector. **Uganda, Norad.**
- Team leader, assessment of World Bank portfolio's M&E frameworks for better results focus. **Mozambique, World Bank.**
- Assess performance, update indicators for capacity development project in Ministry of Mineral Resources. **Mozambique, World Bank.**

## 2004

- Review of Afghanistan Reconstruction Trust Fund, team leader. **Afghanistan, World Bank** on behalf of donor consortium.
- Review of UNDP's support to development planning. **Bosnia-Herzegovina. UNDP.**
- Review of Norway's funding of UNDP rehabilitation program. **Angola. Norad.**

- Evaluation of World Bank support to public sector Capacity Development in Africa, team leader country studies of **Malawi, Mozambique. Operations Evaluation Department (OED), World Bank.**
- Fiduciary Risk Assessment for joint donor group. **Mozambique. Danish MFA /Danida.**

### 2003

- Team leader, evaluation of Global Landmine Impact survey process, looking at results in eight countries, reporting to global survey working group. Four international, seven local consultants. **Cambodia, Thailand, Yemen. Survey Action Center, Washington DC**
- Team leader, reviewing Norway's assistance to indigenous organizations in **Brazil**. Two international, two local consultants. **Norad.**
- Team leader, preparation of support to Attorney-General's Anti-Corruption Unit, **Mozambique**, with local lawyers and donor working group. **Netherlands Embassy.**

### 2002

- Team leader, evaluating Denmark's Environment Facility, Southeast Asia: USD 250 mill program in five countries with team of seven int'l, 25 local consultants. **Cambodia, Laos, Malaysia, Thailand, Vietnam. Danida.**
- Member of team evaluating World Bank's Comprehensive Development Framework, looking at theme of "Long-Term Holistic Framework". **OED.**
- Member of two-person team producing the background study for the annual Joint Donor Review for consortium of ten donors in **Mozambique. Danida.**
- Facilitated/led workshop developing reporting indicators on Good Governance. **Norad.**
- Co-facilitated/delivered training seminar regarding experiences with budget and sector program support. Sida and Norad staff, Southern and Eastern Africa. **Sida, Norad.**
- Member/quality assurer for Risk Analysis study for DAC task force on improving donor practices. **OECD/DAC Secretariat, Paris.**

### 2001

- Assessed aid co-ordination issues in **Angola**, analyzing UN system role. **UNDP/Angola.**
- Team leader to assess Norad's framework agreement with Agder Research Foundation, provide ideas concerning how such agreements can be developed in the future. **Norad.**
- Analytical study of *Poor Partnerships* – what to do when regimes are either not able or willing to assume leadership/ownership role required by partnership model. **DAC.**
- Presentation of recent work on risk analyses, risk management as key factors behind major problems with large and complex projects, applying new techniques to risk/reward management in the development context. Seminars given to representatives of Like-minded donors in Oslo and to DAC representatives in Paris. **Norad.**
- Analysis of Poverty Reduction Strategy Paper/Process in **Mozambique** for nine donors providing budget support to Mozambique. Background study, with SPM of Stockholm, for Annual Consultation with Government. **EC Delegation in Mozambique.**
- Statistical analysis, general background and one of the three sector studies with annex cases for University of Bath evaluation of Norway's development co-operation with **Bangladesh** 1995-2000. Scanteam did the. **Norway's Ministry of Foreign Affairs (MFA).**

- Team leader, evaluation of technical assistance to earthquake mitigation programme in **Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama. Norad.**

## 2000

- Review of Sweden's assistance to the energy sector in **Mozambique**. Own focus was organisational and capacity building dimensions of the collaboration. *Sida.*
- Review of UNDP's extensive support to Ministry of Planning and Finance, **Mozambique**, in light of larger Public Finance Management process and the Ministry's capacity building programme. *UNDP/Mozambique.*
- Assessment of Norad's private sector development programme compared with those of other major donors, focus on basic principles and differences. *Norad.*
- Appraisal of technical assistance from Norway's Water Resources and Energy Directorate (NVE) to **Uganda's** recently established Energy Regulatory Authority, followed by an LFA seminar in Kampala to develop the work programme and priorities. *Norad, NVE.*
- Desk review of experiences of changing focus from project to programme, analyzing four sector programmes. Desk study. *Norad.*
- Team leader, evaluation of Denmark's environmental facility in Southern Africa, with focus on the programming. Fieldwork in **Tanzania and Zimbabwe. Danida.**

## 1999

- Team leader, major mid-term review by mixed Norwegian/Bangladeshi team looking at an innovative program of small-project lending through the Agrani Bank Small Enterprise Development Project. **Bangladesh. Norway's Embassy in Dhaka.**
- Team leader, review of Norway's investment promotion schemes with investment bankers, financial managers. Visits to **Denmark, Netherlands, Sweden, UK.** Final report was basis for proposals later passed by Parliament. *MFA.*
- Team leader, joint review with Grameen Bank senior staff, looking at poverty reduction impact of Grameen Bank in **Bangladesh** along household, community and national capacity building dimensions, looking at organisational, financial sustainability, noting major achievements and serious long-term challenges for this famous micro-finance institution. *Norway's Embassy in Dhaka and Grameen Bank.*
- Prepared background and discussion documents for international workshop organized by Sweden's MFA on "achieving partnership on the ground". *Sweden's MFA.*
- Review of Comprehensive Development Framework approach to more integrated aid programming in **Tanzania. UNDP/Tanzania.**

## 1998

- Prepared background paper for donor consortium in **Mozambique** on improved joint donor programming. *Netherlands, Norway, USAID, UNDP and World Bank.*
- Team leader, evaluation of Norway's development co-operation with **Tanzania** – one of first two such country evaluation for Norway. *MFA.*

- Team leader, four-person team to assist the second three-year Palestinian Development Plan (PDP), based on two shorter visits to the Palestinian territories and as a follow-up to the assistance the previous year to the first PDP. *World Bank*.
- A desk study of the lessons from aid co-ordination efforts both in the field and among donor organisations. A major summary study of the "state of the art" at the time. *MFA*.
- Desk study on the Zimbabwean Government's proposals regarding land reform in preparation for a major donor's conference on support to such reforms. *Norad*.
- Several studies, **Mozambique**, over a twelve-month period: (i) analysis of Norway's 15-year programme of import support, (ii) team leader, multi-agency review of the support to the health sector, (iii) participant, multi-donor team on the first of what have become annual reviews of macro-economic support. *Norway's Embassy in Maputo*.
- Participated on evaluation of Norway's support to institutional development as a programme area within Norway's development co-operation. *MFA*.

### 1997

- Review, Norway's cultural co-operation programme with **Nicaragua**. *Norad*.
- Team leader, support to Palestinian Authority for Palestinian Investment Programme, assisting shift towards three-year rolling PAL Development Plan with tighter integration with Finance, line ministries. Five months' presence in **Palestinian territories**. *Norad*.
- Prepared two papers, co-ordinated the other Scandinavian contributions to World Bank's *World Development Report 1997: The State in a Changing World*. *MFA, World Bank*.