



Erik Holtedahl

Scanteam

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NATIONALITY: Norwegian

KEY QUALIFICATIONS:

University education in economics, business administration and languages. More than 20 years of experience from private and governmental organisations in the field of international trade and finance. 15 years of consulting experience with main focus on business and private sector development, infrastructure, environment, energy, international trade and finance, risk assessments, evaluations and reviews, education and business training. Experience from many industrialised and approximately 40 emerging economies and developing countries. Working command of five languages (English, Russian, French, German, and Norwegian).

LANGUAGES:

Norwegian: Mother tongue
English: Fluent
Russian: Fluent
French: Good
German: Good

COUNTRIES OF WORK EXPERIENCE:

Europe: Belgium, Belarus, Bosnia-Herzegovina, Croatia, Czech Republic, Estonia, France, Germany, Hungary, Italy, Latvia, Lithuania, Netherlands, the Nordic Countries, Poland, Portugal, Russia, Serbia, Slovenia, Slovakia, Switzerland, Turkey, Ukraine, UK.

Asia: Armenia, China, Georgia, India, Indonesia, Kazakhstan, Kyrgyzstan, Singapore, Tajikistan, Turkey, United Arab Emirates.

America: Canada, Jamaica, Mexico, USA

Africa: Benin, Ghana, Guinea, Ivory Coast, Lesotho, Morocco, Namibia, Nigeria, Senegal, South Africa, Uganda, Zambia

EDUCATION:

1972: MBA from the Norwegian School of Economics and Business Administration, Bergen (NHH). Optional courses in French and German languages.

1969: Degree in Russian language and literature from University of Oslo

1980: Preparatory course in Chinese (mandarin) at the University of Oslo with a scholarship from Martens Handelshøyskolefond, Bergen, Norway

1968. Preparatory course in Latin at University of Tromsø, Norway

1967: Preparatory course in philosophy, psychology, logics at University in Oslo

1965: Punahou Academy, Honolulu, Hawaii (exchange student)

PROFESSIONAL COURSES

1999: Microfinance Centre for Central and Eastern Europe and the NIS, Warsaw, Poland: How to start a microfinance programme. One week course conducted in Lviv, Ukraine.

1990: PRIDE (International Business Management Course) organised by NHH. Seven sessions of three days' duration each.

EMPLOYMENT

From May 2002

Employer Scanteam, Oslo, Norway

Position Senior partner. From May 2004 Chairman of the Board.

Duties Full time consultant, working on private sector development, risk assessments and financial engineering, environmental and energy projects, appraisals, evaluations and reviews, particularly in developing countries, East and Central Europe and the Balkans, Russia and other former Soviet republics, including Central Asia.

Other duties Member of the Norwegian Immigration Appeals Board (UNE) from 2001 to 2008
Lecturer in Russian and Soviet economy at Finnmark University College, Alta, Norway, since 1994.

January 1997-May 2002

Employer Norwegian Fund for Industrial and Regional Development (SND). (Now: Innovation Norway). (www.invanor.no)

Position Executive Vice President

Duties Head of the division responsible for equity investments in East and Central Europe, Russia and other former Soviet Republics.

Other activities Member of the Board, later chairman, of Kirkenes Utvikling AS, a regional development corporation for Sør-Varanger Municipality, Northern Norway and several international joint ventures.

1989-1997

Employer International Trade Advisers A.S., Oslo, Norway (private consultancy firm)

Position Owner and chairman

Duties Assignments for various international financial institutions (i.a. IBRD, EBRD, Nordic Development Fund, Nordic Environmental Finance Corporation), Norwegian governmental institutions, organisations and private companies in the field of feasibility studies and project appraisals, methodology and systems development, quality assurance systems, transfer of competence, business development and training (see attachment).

1980-1989

Employer Guarantee Institute for Export Credits, Oslo, Norway (www.giek.no)

Position Deputy director general. From 1987 to 1989 acting director general.

Duties Head of the division responsible for underwriting of new projects world wide. Member of an international working party on co-financing between the World Bank and international export credit agencies. Member of various Norwegian governmental working parties on credit insurance, guarantees and export finance. Representative of the Norwegian Ministry of Trade and Shipping in connection with negotiations on restructuring of the debt of the Republic of Benin to Norway. From 1987-89, member of the Board of directors of GIEK and of the Advisory Council of the Norwegian Trade Council, and acting managing director of the Guarantee Institute for Ships and Drilling Rigs.

1974-1980

Employer AS Eksportfinans, Oslo, Norway (www.eksportfinans.no)

Position Regional director

Duties Responsible for assessing and negotiating export credits to the Soviet Union, former Yugoslavia, Western Africa, Portugal, France, Turkey and other countries.

1973-1974

Employer Norwegian Trade Council, Oslo, Norway. (Now Innovation Norway). (www.invanor.no)

Position Commercial adviser in Moscow

Duties Assistance to Norwegian companies interested in developing trade with the former Soviet Union. Participation in official trade negotiations. Reporting on the economic situation in the Soviet Union.

1972-1973

Employer Norwegian Ministry of Industry

Position Adviser in the market office of the research department

Duties Research on international trade and industry matters. In particular, assistance to the official Norwegian delegation negotiating the trade agreement with the European Community. Trade negotiations with Eastern European countries.

SELECTED CONSULTANCIES AND ASSIGNMENTS (1989-1997 and from 2002)
Private Sector and Infrastructure Development

2003-present date	Development of small-scale ecotourism in the mountain areas of the republic of Kyrgyzstan. The project is carried out in co-operation with Kyrgyz community based tourism organisations and financed by the Norwegian Ministry of Foreign Affairs. Team leader. Client: DNT (Norwegian Mountain Touring Association)
2005-present date	Support to the State Forestry Service (SFS) in the Kyrgyz Republic in connection with transfer of productive activities from SFS to the private sector. The project is carried out in co-operation with the Norwegian Forestry Group and financed by the Norwegian Ministry of Foreign Affairs. Client: State Agency for Environmental Protection and Forestry, Kyrgyzstan (on-going)
2004-present date	Development of small hydro power projects in the Kyrgyz Republic. The project is carried out in co-operation with Kyrgyz authorities and Norconsult, Norway and started in June 2004. The first stage of the project included an assessment of the Kyrgyz national plan for development of small hydro power and identification of specific projects to be considered for undertaking feasibility studies. The second stage involves elaboration of three feasibility studies. Clients: Norwegian Ministry of Foreign Affairs and State Energy Agency of Kyrgyzstan (on-going)
2007-2009	Framework agreement regarding advice to private Norwegian companies in connection with elaboration of feasibility studies for investment projects in developing countries. Client: Norfund, Norway (on-going)
2006-2008	Assistance to private Norwegian industrial company in connection with 1) risk assessment 2) business plan and various related documentation in connection with establishment of a subsidiary company in Arkhangelsk region of Russia.
2006-2009	Participation in corporate development programme for TEKOS (district heating company in Murmansk, Russia). Main responsibilities: Legal governance, business planning and organisational restructuring. Member of the core team of the project established by SWECO, Sweden, for the project, which is financed by SIDA, Sweden , and is connected with an investment program financed by Nordic Investment Bank (NIB), Helsinki.
2006-2007	Participation in fact finding mission for identification of co-operation projects between Norway and Tajikistan in the forestry sector. Client: Norwegian Forestry Group, Norway.
2005-2007	Advice to group of Norwegian investors in connection with a large real estate project in Murmansk, Russia. Client: Norwegian group of private investors.
2007	Assistance to private Norwegian mining company in connection with contract negotiations in Russia.
2006	Lecturing and co-ordination of the Norwegian participation in the International investment conference for wood and furniture industry in Almaty, Kazakhstan, in February 2006. Client: Innovation Norway.
2006	Assistance to Norwegian companies in connection with business development and risk assessments and risk mitigation in the energy sector in Russia. Clients: Various Norwegian private and state owned companies
2005	Development of a cluster within the wood-working industry in Eastern Serbia. The project was carried out in co-operation with Serbian educational institutions, enterprises and governmental institutions and Norwegian Forestry Group, and financed by the Norwegian Ministry of Foreign Affairs. Team leader on behalf of Norwegian Forestry Group

2003-2005	Preparation and organisation of two seminars on development of small and medium sized enterprises (SME) in Astana and Almaty, Kazakhstan, in May 2004, in co-operation with the Kazakhstan Committee for Support to Small Business. Preparation and organisation of a visit from Kazakhstan to Norway to study the Norwegian methods for supporting entrepreneurship, innovation and regional development in Norway. The project is financed by the Norwegian Ministry of Foreign Affairs and Innovation Norway. Client: Innovation Norway, Oslo, Norway
2004	Preparation and organisation of a seminar on the restructuring of the electricity sector in the Kyrgyz Republic. The seminar was organised in Kyrgyzstan in April 2004 in co-operation with the government of the Kyrgyz Republic and the consulting firm Norconsult, Norway. Contributed with a lecture on financing of hydro power projects. Client: Norwegian Ministry of Foreign Affairs
2004-2006	Risk assessment and business development assistance in connection with a shipping project in the Russian Far East. Client: Norwegian Shipping Company.
2002-2004	Advice in connection with project development and financing of a farming project in Kaliningrad, Russia. The assignment included elaboration of a business plan for an investment company, which was successfully established in January 2004. Client: Russia Baltic Pork Invest AS, Drammen, Norway
2002-2004	Pre feasibility study for the introduction of sustainable methods for catching of seal in the White Sea, Russia. Client: Norwegian Fishing Vessel Owners' Association.
2002	Fact-finding missions with the purpose of identifying co-operation projects in the hydro power sector between Norway, Kazakhstan, Kyrgyzstan and Tajikistan. The project was carried out in co-operation with Norconsult International, Norway. Client: Ministry of Foreign Affairs, Oslo
2002-2003	Identification and structuring of private sector development projects in Bosnia and Herzegovina. Client: NORAD, Oslo.
2002	Marketing assistance for an investment project in Murmansk, Russia. Client: Nordic Russian Management Company (NORUM), Helsinki, Finland
2001	Assistance to Norconsult International, Norway , in connection with negotiations with Bashkorengo, Ufa, Bashkortostan, Russian Federation, regarding the development of the energy sector in the Republic.
1996	Planning and execution of a seminar on restructuring of the Russian fertiliser industry followed by a study tour to Poland, Germany, Holland and Norway for managers of this industry. Client: International Bank for Reconstruction and Development (World Bank)
1996	Team leader for a study on the establishment of new Russian oriented industrial activities in Sør-Varanger municipality, Northern Norway. Client: Norwegian Fund for Industrial and Regional Development (SND).
1996	Evaluation of the potential for developing business co-operation with North West Russia for the north Norwegian mining company Syd-Varanger ASA.
1995	Negotiation assistance to the Norwegian ship-owner Thorvald Klaveness & Co, A/S, Oslo , in connection with contracting of vessels in Russia.
1995	Chairman of two conferences (in St. Petersburg and Oslo) for Norwegian and Russian politicians and businessmen regarding the possibilities for enlarging the co-operation between Norway and Russia in the maritime sector. Client: Norwegian Ship-owners' Association.
1994-1995	Assistance to a Norwegian owned trading company in Murmansk engaged inter alia in export of salt, purchase of hides. 18 weeks of work in Murmansk during one year.

	Client: Norske Saltkompagni, Bergen, Norway.
1991-1995	Assistance in connection with planning and execution of trading and industrial projects with various mining companies in Murmansk region. Client: Norwegian industrial company.
1992-1995	Negotiation assistance to Dyno Industrier A.S., Norway , in connection with establishment of explosives production for the Russian mining industry.
1992	Assistance to Interim Board of Directors of Østhandelscenteret A.S. in connection with the establishment of a competence centre for trade and economic co-operation between Norway and North West Russia. The assistance included elaboration of necessary documentation and negotiations with shareholders in Norway and Russia.
1990-1992	Assessment and proposal regarding the establishment of a competence centre for trade and economic co-operation between Norway and North West Russia (Østhandelscenteret, Kirkenes). Client: Ministry of Regional Administration, Oslo

Financial Engineering and Risk Assessments

November 2008- March 2009	Appraisal of applications from Latvia, Slovakia and Hungary to Financial Mechanism Office (FMO) in Brussels for financial support of a number of projects within various priority sectors (renewable energy, human resources development, judiciary, regional development and cross border co-operation). The appraisals were carried out from November 2008 to March 2009 and included site visits to the said. Client: Financial Mechanism Office (FMO), Brussels, under a framework contract with Norplan and Scanteam.
2008	Appraisal of applications from Poland to Financial Mechanism Office (FMO) in Brussels for financial support of five projects in Poland within the regional development and cross border cooperation sectors. The appraisals were carried out in September-October 2008 and included site visits to Poland. Client: Financial Mechanism Office (FMO), Brussels, under a framework contract with Norplan and Scanteam.
2007-2008	Team leader for a group appraisal of applications from Poland to Financial Mechanism Office in Brussels for financial support of nine projects in Poland within the regional development and cross border cooperation sectors. The appraisal work took place from September 2007 to January 2008 and included site visits in Poland as well as several consultations with the client in Brussels. Client: Financial Mechanism Office (FMO), Brussels, under a framework contract with Norplan and Scanteam.
2007-2008	Elaboration of proposal for a financial scheme for maritime entrepreneurs in the White Sea area of the Russian Federation. The assignment included a fact finding mission to the White Sea coastal areas in August 2007. Client: The Fishery and Aquaculture Industry Research Fund, Norway (Fiskeri- og Havbruksnæringens Forskningsfond – FHF).
2004	Chairman of a seminar in Oslo in March 2004 on financing of commercial projects in Russia. Client: Norwegian Russian Chamber of Commerce
2002	Assessment of an investment project in the fisheries sector in Murmansk region, Russia. Client: Fund for Industrial and Regional Development (SND), Norway
2000	Assistance to Norad (Norwegian Agency for Development Co-operation) in connection with elaboration of guidelines for various financial schemes for industrial co-operation with developing countries.

1999	Proposal to the Norwegian Ministry of Foreign Affairs for the establishment of a micro credit scheme for women on the Kola Peninsula, Russia.
1995-1997	Manager of the Murmansk office of Nordic Russian Management Company Ltd. (NORUM) , which manages the regional investment fund for North West Russia established by the European Bank for Reconstruction and Development (EBRD). Approximately two weeks of work per month during 15 months.
1996	Participation in an official Norwegian delegation to Murmansk, Arkhangelsk and Karelia to prepare a system of regional counter guarantees for Norwegian export credits to Russia. Client: Norwegian Ministry of Foreign Affairs.
1995-1996	Elaboration of a system for standardised guidelines for development assistance grant schemes operated by the Norwegian Ministry of Foreign Affairs.
1994	Financial analysis in connection with a feasibility study and project preparation for rehabilitation the hydro power systems on the Daugava river in Latvia. Main contractor for the study: Norplan, Norway. Client: European Bank for Reconstruction and Development, London.
1989-1994	Assessment of various financing and guarantee schemes, participation in international meetings concerning export and investment guarantee schemes and co-financing systems, assistance in connection with assessment, establishment and closing down of various development assistance projects in developing countries: Client: Norad, Oslo
1993-1994	Proposal for guidelines for use of guarantees and direct lending to the private sector in developing countries. Assessment of individual projects on the basis of the new guidelines. Client: Nordic Development Fund, Helsinki, Finland.
1991-1992	Assistance in connection with establishment of a new export guarantee institute in Poland (KUKI). The assistance included inter alia training of the employees and advice to the management of the institute. Client: International Bank for Reconstruction and Development, Washington.
1990	Secretary of a public committee which had as its mandate to study the existing Norwegian export guarantee system and make a proposal for a new system and organisation. The new system was established by the Norwegian parliament in 1993. Client: Norwegian Ministry of Foreign Affairs.
1989	Assistance to Norad in connection with the establishment of a new Norwegian guarantee system for exports to and investments in developing countries. The system was adopted by Parliament in 1989 and entered into force in 1990.

Environmental projects

2002-2004	Project preparation and elaboration of institutional development program for the rehabilitation of Murmansk District heating system. The project is a part of the Northern Dimension Environmental Partnership (NDEP), in which the World Bank, EBRD, EIB, the Nordic Investment Bank and the EU Commission, the Government of the Russian Federation participate. The Nordic Investment Bank is responsible for the project on behalf of NDEP. Client: Nordic Investment Bank (NIB), Helsinki
2002	Assistance to the business community in Kirkenes, Northern Norway, in connection with identifying business opportunities resulting from the restructuring of Pechenga-Nikel metal smelter on the Kola peninsula. The project is intended to reduce the environmental damage from one of the largest polluters in the Arctic region: Client: Kirkenes Næringshage AS, Kirkenes.
1997	Analysis of financial and institutional conditions pertaining to environmental projects in Murmansk and Arkhangelsk counties (North West Russia). Client: Norconsult
1995	Assessment of a project for use of the tailings from the production of AO Pechenga

	Nikel, Murmansk Region, for industrial purposes. Client: Nordic Environment Finance Corporation (NEFCO), Finland.
1994	Financial analysis of a modernisation proposal for the Pechenga-Nikel metallurgical works in Murmansk Region. The work was carried out in co-operation with 3 E Economics and the Russian research institute Gipronikel, St. Petersburg. Client: Elkem Technology, Norway.
1992-1993	Evaluation of the status for transfer of Norwegian environmental technology and competence to East and Central Europe, identification of factors which hamper this process, and proposal for action to further the transfer of Norwegian environmental technology and competence to this area. The report was published in June 1994. Client: Norwegian Ministry of Environment.
1994	Identification and assessment of environmental projects suitable for Nordic participation in the Russian part of the Barents region. Client: Nordic Environment Finance Corporation (NEFCO).
1991-1992	Assessment of the most important environmental effects of the modernisation project for Pechenga-Nikel works in Murmansk region. The purpose of the study was to identify and as far as possible quantify the most important environmental effects of the modernisation project. The study included a description of the analytical method, collection and assessment of data, and description and identification of the most important environmental effects of the project. The study was carried out in co-operation between Kola Science Centre, Russia, Econo Environmental Technology, Finland, and the group of consultants, 3 E Economics, Oslo. Clients: The Ministries of Environment of Finland, Norway and Russia.

Reviews, evaluations, appraisals, monitoring, education and training

2009	Monitoring of Fund for Non-governmental Organisations under the EEA Financial Mechanism and the Norwegian Financial Mechanism, priority area: Equal opportunities and social integration. The project involved site visits to Polish authorities, the fund manager and various grant recipients. Client: Financial Mechanism Office (FMO), Brussels
2008	Appraisal of an application to Norad from Federation of Norwegian Commercial and Service enterprises (HSH) regarding financial support for women entrepreneur development programme in East Africa. Client: Norad
2007-2008	Review of Norwegian bilateral partnerships in the implementation of the EEA Grants. The task involved site visits to a number of Polish authorities and grant recipients. Client: Ministry of Foreign Affairs, Oslo, Norway
2007-2008	Resource person in connection with the evaluation of the Norwegian Guarantee Institute for Export Credits (GIEK). The overall responsibility for the evaluation is with Econ AS, Norway. Client: Norwegian Ministry for Trade and Industry
2007	Review of progress under the UNDP project "Partnering for Development – Norwegian Pilot Business Outreach". Client: UNDP Nordic Office
2007-1995	Lecturer in Russian and Soviet economy at Finnmark University College, Alta, and Kirkenes Kompetansesenter, Kirkenes, Northern Norway (ongoing)
2007	Review of the financial support of Norad to a private Norwegian enterprise in connection with a trade development project in Southern Africa. The review included a field visit to South Africa and Namibia. Client: Norad, Norway
2006-2007	Evaluation of the Norwegian governmental scheme for officially supported export credits. The overall responsibility for the evaluation is with Econ AS, Norway. Client: Norwegian Ministry for Trade and Industry.
2006	Mid-term review of 7-Up 3, a capacity development programme for competition

	policy and law in various African countries. The review included a field visit to Uganda. Client: Norad
2005-2006	Assessment of various programmes for increasing imports from developing countries (FFU, HSH, IEH). Client: Norad
2002	Evaluation of Eurofaculty-Kaliningrad, an international project for developing the faculties of economics and law at Kaliningrad State University, Russia. The evaluation included two visits to Kaliningrad and Denmark. Client: Danish Ministry of Science, Technology and Innovation.
1995	Assistance to the Norwegian Ministry of Foreign Affairs in connection with a ministerial program for quality control in Norwegian development assistance.
1995	A proposal for improving the decision making procedures regarding Norwegian emergency relief. Client: Norwegian Ministry of Foreign Affairs.
1995	Local inspection of various Norwegian-Russian co-operation projects executed with support from the Norwegian action plan for Eastern Europe. The local inspection constituted a part of the evaluation of the said action plan (Parliamentary White Paper no. 47 (1994-1995) and included visits to a number of project partners in North West Russia. Client: Ministry of Foreign Affairs.
1993	Evaluation in co-operation with partners in 3 E Economics of the special guarantee scheme for exports to and investments in developing countries. Client: Ministry of Foreign Affairs, Oslo
1991-1992	Planning and execution of educational programmes for Norwegian businessmen interested in developing business co-operation with Russia and Russian businessmen engaged in business with Norway. Lectures in connection with the same programmes in Norway and Russia. Client: Kirkenes Educational Centre, Kirkenes, Norway