



Mr. Atle Karlsen

Scanteam

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KEY QUALIFICATIONS:

I have 14 years experience in organizational and institutional capacity building, project and program management, aid effectiveness, and results in development interventions. Have extensive experience in the management and strategic development of landmine related issues, such as strategic planning, quality assurance and Land release. Have worked with development/macro-economics, and integrated methodology development. I spent three years in Southern Africa as Regional Representative for major Norwegian NGO, with responsibilities for designing strategies for large programs, management of programs and portfolios, and planning exit strategies. I have also worked as political advisor for NGOs and coalitions on disarmament matters. I have recent experience in conflict/ post-conflict countries, in the Balkans, Afghanistan, Iraq, Sri Lanka and Indonesia among others.

I have extensive experience in monitoring, evaluation and management of projects and programs, results based management, organizational development, capacity building and risk management. I was Project Manager for development of integrated methodological software (LFA), and have expertise in developing dynamic tools for measuring and learning in large institutions.

NATIONALITY: Norwegian

LANGUAGES:	Read	Write	Speak
Norwegian	Excellent	Excellent	Excellent
English	Excellent	Excellent	Excellent
Portuguese	Fair	Beginner	Fair
German	Fair	Fair	Fair
Spanish	Beginner	Beginner	Beginner

EDUCATION:

- Master of Arts, **Development Economics**, 1995-1996, School of Development Studies, University of East Anglia, UK
- Master of Arts, **International Management**, 1999-2000, School of Business Studies (BI), Oslo, Norway
- Monitoring & Evaluation, Summer school 2005, University of East Anglia, UK
- Cand Mag/ BA, History (1991-1992), Development Economics (1992-1994) and Development Studies (1994), University of East Anglia, College of Oslo and College of Telemark.

Other training:

- Four week course in “Monitoring and Evaluation for Development practitioners” at University of East Anglia, July/ August 2005
- Various courses in Project Management, Evaluation, Risk Analysis and Macro-economic analysis for graduate students at University of East Anglia, UK (1995-1996).
- Norwegian Air Force, Medical Unit, Officer training and disaster medicine training (fall 1992)
- Norwegian Air Force, Medical Unit, Instructor and trainer at the NAF’s Medical training school (spring and summer 1993)

COUNTRIES OF WORK EXPERIENCE:

USA, UK, Norway, Mozambique, Zimbabwe, South Africa, Serbia, Bosnia and Herzegovina, Croatia, Kosovo, Afghanistan, Iraq, Lebanon, Jordan, Nicaragua, Guatemala, Guyana, Colombia, Jamaica, Ghana, Ethiopia, Kenya, Tanzania, Uganda, Zambia, Sri Lanka, Cambodia, Laos, India, Indonesia and China

EMPLOYMENT

June 2006 –

Employer:

Scanteam AS

Position:

Partner/ Consultant

Duties:

Provide consulting services to NGOs, bi-and multilateral agencies in the field of **project and program management, appraisals, evaluations, capacity building, organizational development and tools and systems.** New forms of development cooperation (including Multi-donor Trust funds and civil society in the “new” architecture), risk analysis and management.

June 2006 –

Client:

Norwegian People’s Aid

Position:

External consultant to the Mine Action unit

Duties:

Provide consulting services to the NPA Mine action unit in the areas of planning, strategic development, monitoring and evaluation as well as policy work on **disarmament issues.** I have also assisted in developing new thinking within Land release, been conducting quality assurance for the NPA programs in South-East Europe (Serbia, B&H and Croatia), been assisting in setting up new programs in coordination with the UNDP *Completion Initiative* and have also been conducting two country program evaluations for the NPA International Department.

September 2003-June 2006

Employer:

Norwegian People’s Aid

Position:

Regional Representative

Duties: Overall responsibility for the Southern Africa-region, consisting of Mozambique, Zimbabwe and South Africa. Leading the development and managing three development programs and one Mine action program. Also responsible for the planning and execution of the exit strategy of the Mine action program in Mozambique; the program has been running for ten years with approximately 500 employees. By mid-2006 the program will be closed.

March 2001- September 2003

Employer: **Scanteam AS**

Position: **Consultant**

Duties: Provide consulting services to NGOs, bi-and multilateral agencies in the field of project and program management, appraisals, evaluations, capacity building, organizational development and tools and systems. New forms of development cooperation, risk analysis and management.

January 2000 –March 2001

Employer: **DevWorks International AS**

Position: **Managing director/ senior consultant, Oslo/ Washington DC**

Duties: Provide consulting services to NGOs, bi-and multilateral agencies in the fields of project and program management, appraisals, evaluations, capacity building and organizational development, and tools and systems.

Macro-economic analysis and work as development economist.

Administrative duties as manager of small company, negotiations and management of contracts.

January 1997 – November 1999

Employer: **As Johs. Grønseth & Co.**

Position: **Senior economist, Larvik, Norway**

Duties: Senior economist for the Grønseth group, one of the largest actors in natural stone in Norway. Work consisted of reviews and evaluations, macro-economic analysis, trends in the world-trade and country-analysis of possible countries to work with. During this period I also worked for SIL (the Norwegian organization for natural stone producers) as economist/ consultant.

ASSIGNMENTS AND CONSULTANCIES

2000 to present:

2010:

- Facilitation of integration of Results Based Management in LO's (Norwegian Trade Union) International work.
- Consultant to Norwegian People's Aid Mine Action Department; working as their **senior policy advisor on landmine and cluster munitions-related issues.**

2009:

- Team member in the evaluation of Norway's assistance to the Western Balkans, with special responsibility for Kosovo, civil society and the Norwegian model
- Main consultant to Norad's Department for Peace, gender equality and democracy (FLID) for an evaluation of the Embassy-supported Save the Children program on trafficking in Mozambique.
- Main consultant to Norad's Department for Peace, gender equality and democracy (FLID) for an evaluation of the landmine program in Sri Lanka.
- Consultant to Norwegian People's Aid Mine Action Department; working as their main policy advisor on landmine and cluster munitions-related issues.
- Consultant to Norad's Oil for Development; development of program document and a results framework to their new program in Uganda.
- Consultant to Norwegian People's Aid in several countries, monitoring progress and giving strategic direction.

2008:

- Team member in a review of the MDF in Indonesia, focusing on the impact, effectiveness and efficiency of the fund's projects in Aceh since the Tsunami.
- Team member in a stocktaking review of the IRFFI, focusing on the impact, effectiveness and efficiency of the fund's projects in Iraq since 2003.
- Team member in an evaluation of the Afghanistan Reconstruction Trust Fund.
- Main consultant in a review/ evaluation of Response Network (Zambia), for Norwegian Church Aid
- Consultant to Norad's Oil for Development; development of program document and a results framework to their new program in Uganda.
- Consultant to Norwegian People's Aid in several countries, monitoring progress and giving strategic direction.
- Course in LFA/ RBM for the Auditor General's Office (Riksrevisjonen). The course focused around the planned project with the AGO in Zambia.
- Participated in the development of a course for the Ministry of Defense in Norway, combining Results based management and security sector reform, and in teaching this course (five times) during 2007.
- Development of course in results based management and integrated methodology for UKS (Ministry of foreign affairs), and in teaching this course.

2007:

- Monitoring coordinator for monitoring missions of the Norwegian People's Aid mine action programs (including cluster munitions) in Lebanon, Jordan, Sri Lanka and Ethiopia.
- Systems consultant for a NORAD/ AHHA-led appraisal on the Embassy-supported UNFPA program Biz Geracao in Mozambique

- Team member of a large study on funding mechanisms for civil society. The study, commissioned by six Nordic + donors, looked at support models to civil society in six different countries (where I did field work on Zimbabwe and Zambia).
- Participated in the development of a course for the Ministry of Defense in Norway, combining Results based management and security sector reform, and in teaching this course (five times) during 2007.
- Several short desk appraisals for NORAD's AMOR on results based management systems in multi-lateral institutions (UNFPA, UNICEF and ADB).
- Development and facilitation of a new global strategy in Norwegian People's Aid's Mine action unit.
- Development and facilitation of a Quality assurance manual for Norwegian People's Aid Mine action unit.

2004-2006:

- Regional representative Norwegian People's Aid, Southern Africa
- Monitoring coordinator for a monitoring mission of the NPA supported capacity building program in People's Republic of Lao.
- Norwegian People's Aid Mine Action Unit, ran LFA course and development of relevant objectives (Purpose-level) and indicators for Mine Action programs.

2003:

- Project manager for the evaluation of the Landmine Impact Surveys (LIS) globally. The evaluation looked at the experiences from 7 countries and gave insights in lessons learned and suggestions for way forward.
- External consultant for Save the Children (Norway) in their work to develop a new strategic platform.
- Consultant for the development of a new strategic platform for the International Department of Norwegian Peoples Aid. Using LFA we developed a whole new strategy as well as making the strategy operational.
- Participated in the development of a new course in results based management and integrated methodology for UKS (Ministry of foreign affairs), and in teaching this course.
- Short course in LFA methodology for Statens Kartverk, the whole course was documented using the LFA-based software Papaya.
- Norwegian Peoples Aid, LFA-training for Head Office in Oslo and for the International Department
- Several training exercises with LO, the Norwegian Confederation of Trade Unions. LFA and results based management.

2002:

- Project manager for the NORAD evaluation of the NPA Mine Action Program in Mozambique. The evaluation concluded that although the work done by NPA was of good quality it was appropriate to consider closing the program within a reasonable time limit.

- Consultant for the Inter American Development Bank on its energy program in Guyana. Developing the program profile using LFA, developing appropriate indicators and developing a Monitoring and Evaluation framework for the Project Implementation Unit.
- Team coordinator for a desk study on Risks in Increased Donor cooperation for OECD/DAC. Through the study Scanteam has tried to uncover risks that emerge from increased donor cooperation/harmonization and management issues relevant to the risks uncovered.

2001:

- Participated on the evaluation of Conservation Intl. and GEF (World Bank) priority setting project for Biodiversity in West Africa. The evaluation was two-sided with one report going to GEF as donor and one report going to CI as implementing agency.
- Participated on the evaluation of Norad`s framework agreement with Agder Research Foundation. The evaluation commented on the actual agreement and more generally on Norad`s use of framework agreements and Norad`s future use of Norwegian competence environments.

2000:

- Project coordinator for the development of a training kit package in project and program management for development institutions. This kit is presently in use at different NGO`s and development organizations.
- Project coordinator for the development of an integrated project management software based on the Logical Framework Approach and several other planning techniques. The software is the first to incorporate these techniques and make them available in a known form. Its goal is to produce well-design projects and programs for the user, to stimulate the learning process within institutions working with development and to help development agencies and NGOs alike to utilize their resources more effectively and efficiently.

General assignments:

- Project manager for implementing Process management in several smaller processing industries. Using known and new techniques to narrow the hierarchy, and to make the processes much faster, more efficient and more reliable.
- During studies at UEA, participated in the planning and implementation of two short projects, one in Nicaragua setting up a cooperative, and one in Zambia building a health post. Designing, planning and monitoring of project.
- Worked with the organization of Natural stone producers in Norway on their coverage of potential new countries for production and sales.