



Mr. Erik Whist

Scanteam

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NATIONALITY: Norwegian

KEY QUALIFICATIONS:

- Broad experience from Norwegian public administration at central and local levels in several ministries, including Environment, where he was Chief of Division.
- Since 1983 worked on development issues in more than 40 countries: policy analyses, feasibility studies, project design, appraisals, reviews and evaluations, including team leader for many large assignments. Sector experience in environment and natural resources; physical infrastructure; social sectors; urban, regional and rural community development. Has worked with institutional development and public administration. He has worked for several NGOs and undertaken many studies on NGOs and development of Civil Society.
- Planned and facilitated more than 50 workshops on strategy development and project planning.

See page 2 for overview of consultancies and assignments by areas and sectors.

LANGUAGES:

Norwegian:	Mother tongue
English:	Fluent
Spanish:	Fluent
French:	Very good
German:	Good
Russian:	Conversational knowledge

COUNTRY WORK EXPERIENCE:

Africa: Angola, Botswana, Burkina Faso, Cape Verde, Comoros, Democratic Republic of Congo, Equatorial Guinea, Ethiopia, The Gambia, Kenya, Madagascar, Mali, Malawi, Mauritania, Mozambique, Namibia, Niger, Senegal, Somalia, Tanzania, Zambia, Zimbabwe.

Asia: Bangladesh, India, Laos, Palestine, Sri Lanka, Vietnam.

Europe: Norway, Poland, Slovakia, Croatia, Serbia

Former Soviet Union: Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Russia, Tajikistan, Ukraine, Uzbekistan,

Latin America: Bolivia, Brasil, Ecuador, Guatemala, Honduras, Nicaragua.

EDUCATION:

- 1983** Nordic Institute for Social Planning (NORDPLAN). Two years monthly Ph.D. course in urban and regional planning and in theory of science.
- 1973** M.A., Political science/Public Administration , University of Oslo.
- 1973** Lower degree, Public Law, University of Oslo.
- 1966** One year course, Business Administration, Oslo Business College.

CONSULTANCIES AND ASSIGNMENTS BY AREAS AND SECTORS

- I. Policy Analyses, Studies (page 4)
- II. Feasibility Studies, Planning, Design, Appraisals (page 4)
- III. Project Management and Supervision (page 6)
- IV. Reviews, Evaluations (page 6)
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- VII. Environment, Natural Resources Management, Agriculture (page 10)
- VIII. Social Sectors (page 13)
- IX. Physical Infrastructure (i.a. energy, roads, construction) (page 13)
- X Urban, Regional Development (page 14)
- XI Rural, Community Development (page 14)
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EMPLOYMENT

1988 to present

Employer Scanteam, Oslo Norway

Position Senior partner

Duties Senior consultant

1988 (January – July)

Employer Norwegian Ministry of Development Cooperation.

Position Special Adviser on environmental protection and natural resource management

Duties Strengthening of environmental protection and natural resource management in Norwegian development assistance. Follow-up activities of the World Commission on Environment and Development in development assistance

1985 - 1988

Employer United Nations Capital Development Fund (UNCDF).

Position Country Officer

Duties In charge of programmes in Mauritania, Senegal, The Gambia, Cap Verde, Sierra

Leone and Angola. Tasks and responsibilities included country programming, project identification, formulation and monitoring of implementation and evaluation

1983 - 1985

Position Independent consultant

1980 - 1983

Employer Norwegian Ministry of Environment.

Position Head of Urban Studies Division

Duties Development Plan for Greater Oslo Region, including strategic physical planning and financial negotiations between central and local government. Appraisal of urban master plans. Represented Ministry on Nordic and OECD committees on urban development

1978 - 1980

Employer Norwegian Ministry of Environment.

Position Chief of Division

Duties Coordination within ministry. Organizational and administrative development of ministry and affiliated agencies. Responsible for White Paper to Parliament on local administration of environmental protection, nature conservation and physical planning

1976 - 1978

Employer Norwegian Ministry of Labour and Local Affairs.

Position Senior Executive Officer.

Duties Responsible for White Paper to Parliament on localization of public employment as a means for regional development.

1974 - 1976

Employer United Nations, DTCD.

Position Associate Expert on Regional Planning.

Duties Institutional and financial studies for regional planning at national and regional level, Ecuador.

1971 - 1974

Employer Regional Planning Council for Oslo and Akershus.

Position Project coordinator

Duties Preparation of regional development plan for Oslo region. Appraisal of municipal master plans. Population and employment statistics.

CONSULTANCY ASSIGNMENT

For each assignment it is indicated whether I was Team Leader or Team Member. The other assignments were carried out by me alone.

I. Policy Analyses, Studies

- 1 Preparation and Reporting from Workshop on Impact of Regional Policies in Northern Norway. Client: Ministry for Municipal Affairs and Regional Development. 2000: 2 weeks
- 2 Study on Regional Impacts of Government Policies in different Sectors – Establishment of database, Norway: Project leader. Client: Ministry for Municipal Affairs and Regional Development. 2000: 9 months
- 3 Secretary to Highlevel Committee on the Cooperation between Central Government Institutions and Local Authorities in Regional Planning. Norway: Client: Ministry of Environment. 1995: 4 months.
- 4 Strategy for Norwegian Development Assistance to Nicaragua. Coordinator of study. Client: Norwegian Ministry of Foreign Affairs. 1992: 3 months
- 5 Secretary to the Highlevel Interministerial Committee on the Relationship between National and Regional Planning, Norway: Client: Norwegian Ministry of Environment. 1992: 4 months
- 6 Assessment of Administrative Support Fees to NGOs on NORAD financed projects. Client: NORAD 1992: 1 month

II. Feasibility Studies, Planning, Design, Appraisals

1. Support to the preparation of the Iraq Poverty Reduction Strategy. Several workshops for the High Committee in charge of the preparation of the Strategy, where Logical Framework Approach methods are applied. Client: The World Bank. 8 weeks.
2. Appraisal of a new programme on climate change impacts and mitigation in Tanzania, Norad, 5 weeks, Team leader
3. Assessment of the Amazon Fund and the Brazilian Economic and Social Development Bank as the implementing agency for the Fund, Brazil, Norad, 2 weeks. Team member.
4. Appraisal of Tanzania New Natural Resources Programme, Norad. Team Leader, 8 weeks
5. Appraisal of Norwegian Support to Fifamanor (Center for rural development and agricultural research), Madagascar. Client: Norad. 2006. Team Leader
6. Assistance to Angola Ministry of Petroleum to finalize project document phase II – technical support to the Petroleum Sector in Angola. Client: Norad. 2 weeks. 2006
7. Zambia, Appraisal of Institutional Development Project of Zambia Wildlife Authority. Team Leader. Client: Norad. 2005, 4 weeks
8. Zambia, Appraisal project proposals on Kafue National Park. Team Leader Client: NORAD. 2004, 4 weeks
9. Zambia, Appraisal project proposal on South Luangwa National Park. Team Leader Client: NORAD. 2004, 4 weeks
10. Project Planning Workshop for Social Protection Project. Croatia Client: The World Bank. 2 weeks.
11. Project Planning Workshop for Health Care Project. Uzbekistan, Client: The World Bank. 2 weeks.

12. Project Planning Workshops for Central Asia HIV/AIDS and TB projects and preparation of project document. Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan Client: The World Bank. 2 months
13. Institutional Feasibility Study Murmansk District Heating Rehabilitation Project, Russia. Client: Nordic Investment Bank, 2003, 2 months. Team member
14. Project design workshops, Slovakia, Social Development Fund. Client: The World Bank, 2003, 3 weeks.
15. Project planning, design and workshops, Moldova Social Investment Fund. Client: The World Bank, 2003 1 month
16. Pre-feasibility study Murmansk District Heating Rehabilitation, Russia Team leader. Client: Nordic Investment Bank, 2002-2003, 2 months
17. Design of the sustainable regional tourism program for the Mundo Maya Organization. Consultant on planning and coordination of feasibility study, Guatemala, Mexico, Belize, Honduras, El Salvador. Client: Inter American Development Bank, 2002, 2 months. Team member.
18. Pre-feasibility study of Norwegian Center for Environmental Research, Norway. Client: Norwegian Building Research Institute, 2001: 1 month. Team member.
19. Assistance on Strategic Planning. Client: Nordic World Heritage Office, Norway: 1999: 1 week
20. Assistance on Strategic Planning for International Development Assistance, Norway. Client: Institute for Cultural Heritage Research, 1998: 2 weeks
21. Formulation of Sector Program Development for Environment Sector, Bolivia. Client: DANIDA. 1998: 2 months
22. Project Formulation Post-Disaster Integrated Rural Development For Vavuniya District. Sri Lanka. Team Leader. Client: NORAD. 1996: 1 month
23. Design of Project for Preparation of National Environmental Action Plan (NEAP). Equatorial Guinea: Client: UNDP. 1996: 1 month
24. Feasibility study of Peten Sustainable Development Program for Guatemala. Team leader. Client: Inter-American Development Bank. 1995: 3 months.
25. Institutional and Human Resources Development in the North-East Province, Sri Lanka. Team leader. Client: NORAD. 1995: 3 months
26. Environmental Support Program. Technical assistance to the formulation of program components, Malawi. Client: The World Bank. 1995: 2 weeks.
27. Preparation of National Programme of Agroforestry, Burkina Faso: Team leader. Client: United Nations Sudano-Sahelian Office (UNSO). 1994: 1 month
28. Preparation of National Environmental Action Plan, Malawi. Project Manager/Chief Technical Advisor. Client: The World Bank. 1993: 4 months
29. Future Development Perspectives for the Central Region of Norway. Client: Norwegian Ministry of Environment. 1992: 1 month. Team member.
30. Evaluation of bids for "Preparation of Structure Plan, Master Plan and Detailed Area Plan for Dhaka and Chittagong, Bangladesh. Member of committee. Client: United Nations Center for Human Settlements - HABITAT. 1991: 2 weeks.
31. Appraisal of loan applications for one hotel project and one buss company project, The Gambia. Client: NORAD. 1991: 1 month. Team member.
32. Environmental Assessment of district development projects and cotton production, Mozambique. Team leader. Client: The World Bank. 1990: 3 months.
33. Formulation of Environmental Strategy for Norwegian Development Assistance to Bangladesh. Team leader. Client: NORAD. 1990: 5 weeks
34. Assessment of the possible role of the Norwegian Directorate for Nature Management in development assistance, Norway. Client: NORAD. 1990: 3 weeks

35. Feasibility study on Training Center for Graphic Arts, Nicaragua: Team leader. Client: Norwegian People's Aid. 1990: 4 weeks
36. Evaluation and formulation of new phase of project "Wind Energy for Electrification", Cape Verde. Client: United Nations Sudano-Sahelian Office (UNSO). 1989: 4 weeks. Team member.
37. Reconnaissance Mission, United Nations Development Programme - UNDP - Management Development Programme. Mauritania 1989: 2 weeks. Team leader.
38. Feasibility study on Center for Sustainable Development, Rogaland, Norway. Client: Rogaland Research Institute. 1989: 4 weeks. Team member.
39. Pre-feasibility study of indigenous community center, Canar, Ecuador. Client: Norwegian Pople's Aid. 1985: 1 month
40. Possibilities and perspectives for development assistance, Nicaragua, Honduras: Client: Norwegian Save the Children 1984: 1 month
41. Land use planning and natural resource management of watershed regions, Nicaragua. Chief Technical Advisor. Client: Nicaragua Institute for Natural Resources and Environment (IRENA) 1984: 7 months
42. Galapagos Islands Development Plan, Physical planning and environmental protection, Ecuador. Client: United Nations Centre for Human Settlements - HABITAT. 1983: 2 months. Team member.
43. Pre-feasibility study of Moneragala District Development Programme, Sri Lanka. Team leader. NORAD. 1982: 2 months
44. Pre-feasibility study of Hambantota Integrated Rural Development Programme, Sri Lanka. NORAD. 1978: 1 month. Team member.

III. Project Management and Supervision

1. Term Review Moldova Social Investment Fund. Client: The World Bank, two weeks. 2007
2. Management and institutional development for Comoros Community Development Fund. The World Bank. 2005: 1 month
3. Supervision Mission Moldova Social Investment Fund. The World Bank 2005: 1 month
4. Technical Review and Audit of Morocco Social Development Fund. The World Bank. 2005: 1 month
5. Preparation of forms and guidelines for planning and reporting. Norwegian Save the Children. 2005: Two weeks
6. Monitoring of environmental guidelines and stakeholder participation for Moldova Social Investment Fund. The World Bank. 2003 - 2004. 2 months

IV. Reviews, Evaluations

1. Evaluation of Community Development Slum Project in Guayaquil, Ecuador, Team leader. Client: Norwegian Mission Alliance 6 weeks
2. Review of early phase of major public infrastructure projects in Norway. Client: Norwegian University of Science and Technology / Norwegian Ministry of Finance. 1 year, 2009
3. Review of the Norwegian Mission of Rule of Law Advisers to Moldova and Georgia, Team leader. Client: Norad. 6 weeks, 2009
4. Review Regional Community Based Natural Resources Management Capacity Building Programme in Southern Africa, Norad, Team leader 6 weeks, 2008

5. Midterm review of Programme to support South Luangwa National Park Management Unit, Zambia, Norwegian Embassy Lusaka, Team Leader, 5 weeks, 2008
6. Review of results of Norwegian support to good governance in Nepal – desk study, Norad, 3 weeks. Team member. 2008
7. Review of Norwegian Bilateral Partnerships in the Implementation of EEA Financial Mechanisms, Norwegian Ministry of Foreign Affairs, Team Leader, 8 weeks, 2007
8. Preparation of outline and methods for monitoring and different types of evaluations of the Groruddalen Development Project, Oslo Municipality, Norway, four weeks.
9. Organizational Review of Norwegian Rainforest Foundation. Team Leader. Client: Norad, six weeks 2007
10. Mid Term Review Moldova Social Investment Fund. Client: The World Bank, two weeks 2007
11. Study of Trends, Impact and Effectiveness of Different Models for Supporting Civil Society at Country-level, Team Leader Country Study Ethiopia. Client: Norad, 5 weeks 2007
12. Evaluation of ILO Capacity Building for Employers' Organization on Productivity and Competitiveness, Senegal and Mauritania. Client: ILO, 4 weeks. Team member.
13. Evaluation of Nordic World Heritage Office (NWHF), Norway Client: NWHF, 4 weeks. 2007. Team member.
14. Midterm Review Kafue National Park Project, Zambia. Client: Norad. 8 weeks. Team Leader. 2007
15. Review of Norwegian development assistance to urban development. Client: Norwegian Ministry of Foreign Affairs. 2006. Team leader.
16. Review of Norwegian assistance to Guatemala channeled through UNDP. Client: Norad. 2006. Team leader.
17. Evaluation of Norwegian Plan of Action Plan for Candidate Countries to the European Union. Client: Norwegian Ministry of Foreign Affairs. 2006 Team leader.
18. Evaluation of Community Development Slum Project in Guayaquil, Ecuador. Client: Norwegian Mission Alliance. 2006 Team leader.
19. Review of organizational structure of Norwegian Mission Alliance projects in Guayaquil, Ecuador. Team leader. Client: Norwegian Mission Alliance, 2005, 2 weeks
20. Evaluation of Capacities and partnerships of local governance actors in Moldova Team Leader Client:UNDP. 2005
21. Evaluation of Integrated Development Interandean Valleys – Cumbaya, Bolivia. Team Leader Client: Norwegian Mission Alliance. 2004 1 month
22. Thematic Evaluation of Integrated Projects. Client: Norwegian Interdenominational Office for Development Cooperation. 2004 1 month. Team Leader.
23. Evaluation of Conservation and Sustainable use of Grassland project, Slovakia. Client: Global Environmental Facility – The world Bank, 2003, 3 weeks. Team member.
24. Evaluation of the Norwegian Technical Cooperation Trust Fund for Consulting Services with the Inter-American Development Bank Client: NORAD. 2003, 2 months
25. Review of Norwegian NGOs' information activities on peace and development. Client: Norwegian Ministry of Foreign Affairs. 2003, 2 months. Team member.
26. Evaluation of Global Resource Information Database – UNEP/GRID Arendal, Norway, Team leader, 2002, 1 month

27. Evaluation of “Appui Coopératif et Associatif aux Initiatives de Développement à la base – ACOPAM”. Senegal, Mauritania, Niger, Mali, Burkina Faso. Client: Norwegian Ministry of Foreign Affairs. Team leader. 2002, 3 months
28. Review Anti-Corruption Bureau, Malawi. Client: NORAD. 2001: 2 weeks. Team leader.
29. Evaluation of Planning and Construction of New National University Hospital, Norway. Team leader. Client: Ministry of Labor and Administration, 2001:10 months
30. Evaluation of Nordic World Heritage Office, Norway. Secretary for evaluation committee. Client: Nordic World Heritage Office. 2000: 2,5 months.
31. Evaluation of the Planning and Construction of the Oslo Airport and the High Speed Access Train, Norway Secretary to the Cabinet appointed Committee. Client: Ministry of Communication and Transport. 1998 – 99: 10 months
32. Evaluation of the Norwegian Program for Indigenous People - Assessment of Norwegian administration of the Program. Client: Norwegian Ministry of Foreign Affairs. 1998: 1 month
33. Review and Appraisal “Physical Planning and Institutional Building Project”, Palestine. NORAD. 1997: 1 month. Team member.
34. Evaluation of Medical Rehabilitation Program, Nordland County, Norway. Client: Ministry of Health. 1997: 4 months. Team member.
35. Evaluation of Planning Process for the New Oslo Airport. Norway. Client: Ministry of Environment. 1997: 1 month. Team member.
36. Assessment of Norwegian Support to World Bank Environmental Activities in Sub-Saharan Africa. Client: Norwegian Ministry of Foreign Affairs. 1996: 1 month
37. Study on Impact of Training of Advisors on Institutional Development in Four Selected Organizations, Nicaragua: Team Leader. Client: NORAD, 1996: 1 month
38. Evaluation of Oslo Inner City Environmental Action Program, Norway: Team Leader. Client: Oslo City Council 1996: 3 months
39. Evaluation of Global Resource Information Database GRID-Arendal, Norway: Team member. 1995: 2 weeks.
40. Evaluation of the Norwegian Cooperation Programme with Eastern Europe. Client: Norwegian Ministry of Foreign Affairs, 1994: 3 months
41. Evaluation of Training Program in Cleaner Technology in Manufacturing Industry, Poland:. Client: Norwegian State Pollution Control Authority. 1993: 4 weeks.
42. Assessment of Network for the Environment and Sustainable Development in Africa – NESDA, Ivory Coast:. Client: Norwegian Ministry of Foreign Affairs. 1993: 2 weeks.
43. Review of Environmental Issues in Poland. Client: Norwegian Ministry of Environment. 1993: 1 month
44. Review of Environmental Issues in Czechoslovakia. Client: Norwegian Ministry of Environment. 1992: 1 month
45. Evaluation of "Support to the National Committee on Desertification", Burkina Faso: Team leader. Client: United Nations Sudano-Sahelian Office (UNSO). 1992: 1 month
46. Evaluation of the Special Grant for Environment and Development, including case studies of Tanzania, Zambia, Botswana and Sri Lanka. Coordinator of study. Client: Ministry of Foreign Affairs. 1991: 6 months
47. Review of Bangladesh Telecommunications Project. Client: NORAD. 1991: 1 month. Team member.
48. Assessment of United Nations Sudano-Sahelian Office. Client: Norwegian Ministry of Foreign Affairs. 1990: 3 weeks

49. Evaluation of Pollution Control Research Institute, Hardwar, India. Team leader. Client: United Nations Development Programme (UNDP). 1990: 3 weeks
50. Review of the Integrated Rural Development Programme, Northern Province, Zambia. Client: NORAD. 1990: 5 weeks. Team member.
51. Review of Development Assistance for Environmental Protection and Natural Resource Management in Central America. Client: Norwegian Ministry for Development Cooperation. 1989: 3 weeks
52. Review of "ACOPAM - Cooperative Support to World Food Programme Assisted Development Activities in the Sudano-Sahelian Zone". Client: International Labour Office - ILO. 1989: 1 month. Team member.
53. Case study of United Nations development assistance to Bolivia and Ecuador. Client: The Nordic UN Project/Swedish International Development Agency. 1989: 2 months.
54. Project Review and Tripartite Meeting on United Nations Sudano-Sahelian Office (UNSO) project "Programme to combat desertification", Cape Verde:. Norwegian Ministry of Development Cooperation. 1989: 2 weeks.
55. Review of development plans for Turkana Rural Development Programme and Bungoma Rural Development Programme, Kenya. Client: Norwegian Ministry of Development Cooperation. 1988: 1 month
56. Pre-study of the Special Allocation for Environmental Protection. Client: Norwegian Ministry of Development Cooperation. 1988: 3 weeks
57. Pre-Study on Environmental Issues, Zimbabwe Country Study. Team leader. Client: Norwegian Ministry of Development Cooperation. 1988: 2 months
58. Review of UNDP/World Bank Energy Sector Management Assistance Programme (ESMAP) projects in Niger and Burkina Faso. Client: Norwegian Ministry of Development Cooperation. 1988: 1 month
59. Project review and Tripartite Meeting "Women's Irrigated Rice Cultivation", The Gambia: Client: United Nations Capital Development Fund (UNCDF) 1988: 2 weeks
60. Country Study and Norwegian Aid Review Sri Lanka Client: Norwegian Ministry of Development Cooperation. 1986: 2 months. Team member.
61. Hambantota Integrated Rural Development Programme, - Review of Administrative, Organizational and Financial Aspects, Sri Lanka: Team leader. Client: NORAD. 1984: 1 month
62. Evaluation of Peasant and indigenous organizations' participation in health projects in Cañar, Ecuador. Client: NORAD. 1983: 1 month
63. Evaluation of Save the Children community development projects, Guatemala. NORAD. 1983: 1 month. Team member.

V. Capacity Building, Organizational Development

1. Organizational Review of Bolivia Mission Alliance, MAN-B. 6 weeks. Team member.
2. Preparation of a support programme for organizational modernization of FIFAMANOR Agricultural Research Institute, Madagascar. Team Leader, 3 weeks.
3. Assistance to Angola Ministry of Petroleum to finalize project document phase II – technical support to the Petroleum Sector in Angola. Client: Norad. 2 weeks
4. District Heating Rehabilitation and Reform Project – Corporate Development Support Project for TEKOS Company. Design and facilitation of 10 subject workshops as part of Corporate Development Support, Murmansk, Russia. Client: Sida 2006, 6 weeks. Team member.

5. Review of Monitoring and Evaluation Framework for Norwegian Interdenominational Office for Development Cooperation, 2006, 5 weeks
6. Review of organizational structure of Norwegian Mission Alliance projects in Guayaquil, Ecuador Team Leader Client: Norwegian Mission Alliance, 2005, 2 weeks
7. Training of Norwegian Church Aid staff in Logical Planning Approach for project planning and design, Laos and Vietnam Client: Norwegian Church Aid. 2005, 2 weeks
8. Zambia, Appraisal of Institutional Development Project of Zambia Wildlife Authority. Team Leader Client: Norad. 2005, 4 weeks
9. Management and institutional development for Comoros Community Development Fund. The World Bank. 2005: 1 month
10. Design of organizational development program for institutions involved in Murmansk District Heating Rehabilitation Project, Russia, Client: Nordic Investment Bank, 2003, 1 month. Team member.
11. Training in Logical Framework Approach as part of project identification, Slovakia Social Development Fund. Client: The World Bank. 2003, 2 weeks
12. Training in Logical Framework Approach as part of preparation of Ukraine Social Protection Reform Administration Project preparation. Client: World Bank. 2002, 2 weeks
13. Logical Framework workshop as part of design of Belarus Social Protection Project. Client: World Bank. 1 week
14. Integrated development plan for the Sula valley, Honduras. Prepared and conducted regional consultation workshop. Client: Inter American Development Bank, 2002, 2 weeks
15. Training in Logical Framework Approach as part of preparation Ukraine Social Investment Fund. Ukraine: Client: World Bank. 1999 – 2001: 1 month
16. Training in Logical Framework Approach as part of preparation Azerbaijan Pension and Social Insurance Reform. Client: World Bank. 1999/2000: 1 month
17. Training of Social Investment Fund staff and beneficiaries in Environmental Impact Studies and Project Management, Moldova. Client: World Bank 1999: 2 weeks
18. Training of project personnel in Environmental Impact Studies and Environmental Monitoring - Rural Development project. Guatemala. Client: UNDP. 1998: 1 month
19. Training of Moldova Social Investment Fund in project management techniques and procedures. Client: The World Bank. 1997 - 1998: 2,5 months

VI. Facilitation of workshops, Organizational Services

1. Support to the preparation of the Iraq Poverty Reduction Strategy. Several workshops for the High Committee in charge of the preparation of the Strategy, where Logical Framework Approach methods are applied. Client: The World Bank. 8 weeks.
2. Workshop on design of research program on how to use architectural competence at the early stage of infrastructure project cycle. Client: SINTEF Building Research Institute, Norway. 2006
3. Design and facilitation of “kick off” workshop for team building of technical design group for the new research building at the National Cancer Hospital, Norway. 2005.
4. Design and facilitation of various workshops to prepare civil airports for the implementation of European Union regulation on a common definition of Critical parts of Security Restricted Areas (CSRA) at airports. Client: Norwegian Civil Aviation Administration. 2005

5. Comoros Workshop to analyze management of Comoros Community Development Fund. Client: The World Bank. 2005: 2 weeks
6. Norway. Workshop on Strategy for Strengthening of Environmental Content of Norwegian International Development Cooperation. Norwegian Pollution Control Authority. 2005
7. Vietnam, Training Workshop on Social Insurance. Client: USAID. 2004, 1 week
8. Workshop United Nations Rapid Response Mine Action Plan. Client: United Nations Mine Action Service. 2004, 2 weeks
9. Project Planning Workshop for Second Programmatic Adjustment Loan (PAL) Ukraine Client: The World Bank. 2003, 2 weeks.
10. Project Planning Workshop for Belgrade - District Heating Rehabilitation Project, Republic of Serbia. Client: Sida (Contractpartner ÅF-International – Sweden). 2003, 2 weeks.
11. Workshop on Improving Investment Climate in Bangladesh. Client: The World Bank, 1 week. 2003.
12. Project planning and design workshops, Azerbaijan Education Sector Reform Project. Client: The World Bank. 2002:1 month
13. Targeted Social Assistance -Preparation, Implementation and Reporting Workshop, Belarus. Client: The World Bank. 2001: 2 weeks.
14. Preparation of Workshop on Social Investment Fund, Georgia. Client: The World Bank 1996: 3 weeks
15. Assistance in preparation of the Annual Report on Norwegian Development Co-operation. Client: Norwegian Ministry of Foreign Affairs, 1993: 2 months

VII. Environment, natural resources management and agriculture

1. Review Regional Community Based Natural Resources Management Capacity Building Programme in Southern Africa, Norad, Team leader 6 weeks, 2008
2. Appraisal of a new programme on climate change impacts and mitigation in Tanzania, Norad, 2008, 5 weeks
3. Midterm review of Programme to support South Luangwa National Park Management Unit, Zambia, Norwegian Embassy Lusaka, Team Leader, 2008, 5 weeks
4. Assessment of the Amazon Fund and the Brazilian Economic and Social Development Bank as the implementing agency for the Fund, Brazil, Norad, 2008, 2 weeks. Team member.
5. Appraisal of Tanzania New Natural Resources Programme, Norad. 2007, Team Leader, 8 weeks.
6. Organizational Review of Norwegian Rainforest Foundation. Team Leader. Client: Norad, six weeks. 2007
7. Midterm Review Kafue National Park Project, Zambia. Client: Norad. 8 weeks
8. Zambia, Appraisal of Institutional Development Project of Zambia Wildlife Authority. Team Leader Client: Norad. 2005, 4 weeks. Team leader.
9. Supervision of Moldova Social Investment Fund application of environmental guidelines. Client: The World Bank. 2005: 1 week
10. Environmental Audit of Morocco Social Development Fund. The World Bank. 2005: 2 weeks
11. Norway. Workshop on Strategy for Strengthening of Environmental Content of Norwegian International Development Cooperation. Norwegian Pollution Control Authority. 2005

12. Appraisal project proposal on Kafue National Park. Zambia. Team Leader Client: NORAD. 2004, 4 weeks
13. Appraisal project proposal on South Luangwa National Park. Zambia. Team Leader. Client: NORAD. 2004, 4 weeks
14. Preparation of Environmental Guidelines for Moldova Social Investment Fund – The World Bank, 2004. Team leader.
15. Evaluation of Conservation and Sustainable use of Grassland project, Slovakia. Client: Global Environmental Facility – The World Bank, 2003, 2 weeks. Team member.
16. Review of Environmental Issues and Procedures in Moldova Social Investment Fund, Moldova. Client: The World Bank, 2003, 4 weeks
17. Evaluation of Global Resource Information Database – UNEP/GRID Arendal, Norway, Team leader, 2002, 1 month
18. Integrated development plan for the Sula valley, Honduras. Prepared and conducted regional consultation workshop. Client: Inter American Development Bank, 2002, 2 weeks
19. Training of Social Investment Fund staff and beneficiaries in Environmental Impact Studies and Project Management, Moldova. Client: World Bank 1999: 2 weeks
20. Training of project personnel in Environmental Impact Studies and Environmental Monitoring - Rural Development project. Guatemala. Client: UNDP. 1998: 1 month. Team member.
21. Formulation of Sector Program Development for Environment Sector, Bolivia: Client: DANIDA. 1998: 2 months. Team member.
22. Assessment of Norwegian Support to World Bank Environmental Activities in Sub-Saharan Africa. Client: Norwegian Ministry of Foreign Affairs. 1996: 1 month
23. Evaluation of Oslo Inner City Environmental Action Program, Norway: Team Leader. Client: Oslo City Council 1996: 3 months
24. Design of Project for Preparation of National Environmental Action Plan (NEAP). Equatorial Guinea: Client: UNDP. 1996: 1 month
25. Evaluation of Global Resource Information Database GRID-Arendal, Norway. 1995: 2 weeks. Team member.
26. Environmental Support Program. Technical assistance to the formulation of program components, Malawi. Client: The World Bank. 1995: 2 weeks.
27. Preparation of National Programme of Agroforestry, Burkina Faso: Team leader. Client: United Nations Sudano-Sahelian Office (UNSO). 1994: 1 month
28. Evaluation of Training Program in Cleaner Technology in Manufacturing Industry, Poland:. Client: Norwegian State Pollution Control Authority. 1993: 4 weeks.
29. Assessment of Network for the Environment and Sustainable Development in Africa – NESDA, Ivory Coast:. Client: Norwegian Ministry of Foreign Affairs. 1993: 2 weeks.
30. Preparation of National Environmental Action Plan, Malawi. Project Manager/Chief Technical Advisor. Client: The World Bank. 1993: 4 months
31. Review of Environmental Issues in Poland. Client: Norwegian Ministry of Environment. 1993: 1 month
32. Review of Environmental Issues in Czechoslovakia. Client: Norwegian Ministry of Environment. 1992: 1 month
33. Evaluation of "Support to the National Committee on Desertification", Burkina Faso: Team leader. Client: United Nations Sudano-Sahelian Office (UNSO). 1992: 1 month

34. Evaluation of the Special Grant for Environment and Development, including case studies of Tanzania, Zambia, Botswana and Sri Lanka. Coordinator of study. Client: Ministry of Foreign Affairs. 1991: 6 months
35. Environmental Assessment of district development projects and cotton production, Mozambique. Team leader. Client: The World Bank. 1990: 3 months.
36. Assessment of United Nations Sudano-Sahelian Office. Client: Norwegian Ministry of Foreign Affairs. 1990: 3 weeks
37. Evaluation of Pollution Control Research Institute, Hardwar, India. Team leader. Client: United Nations Development Programme (UNDP). 1990: 3 weeks
38. Formulation of Environmental Strategy for Norwegian Development Assistance to Bangladesh. Team leader. Client: NORAD. 1990: 5 weeks
39. Assessment of the possible role of the Norwegian Directorate for Nature Management in development assistance, Norway. Client: NORAD. 1990: 3 weeks
40. Participation in Preparation of The World Bank. Environmental Assessment Manual. Client: The World Bank. 1989: 2 weeks
41. Review of Development Assistance for Environmental Protection and Natural Resource Management in Central America. Client: Norwegian Ministry for Development Cooperation. 1989: 3 weeks
42. Project Review and Tripartite Meeting on United Nations Sudano-Sahelian Office (UNSO) project "Programme to combat desertification", Cape Verde. Norwegian Ministry of Development Cooperation. 1989: 2 weeks.
43. Feasibility study on Center for Sustainable Development, Rogaland, Norway. Client: Rogaland Research Institute. 1989: 4 weeks. Team member.
44. Pre-study of the Special Allocation for Environmental Protection. Client: Norwegian Ministry of Development Cooperation. 1988: 3 weeks
45. Pre-Study on Environmental Issues, Zimbabwe Country Study. Team leader. Client: Norwegian Ministry of Development Cooperation. 1988: 2 months
46. Land use planning and natural resource management of watershed regions, Nicaragua. Chief Technical Advisor. Client: Nicaragua Institute for Natural Resources and Environment (IRENA) 1984: 7 months
47. Galapagos Islands Development Plan, Physical planning and environmental protection, Ecuador. Client: United Nations Centre for Human Settlements - HABITAT. 1983: 2 months. Team member.

VIII. Social Sectors (i.a., health, education, water/sanitation)

1. Vietnam, Training Workshop on Social Insurance. Client: US National Academy of Social Insurance. 2004, 1 week
2. Project Planning Workshop Social Protection Project. Croatia, Client: The World Bank. 2 weeks.
3. Project Planning Workshop Project Planning Workshop for Health Care Project. Uzbekistan Client: The World Bank. 2 weeks.
4. Project Planning Workshop Second Programmatic Adjustment Loan (PAL) Ukraine Client: The World Bank. 2 weeks.
5. Project Planning Workshops for Central Asia HIV/AIDS and TB projects and preparation of project document. Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan Client: The World Bank. 2 months
6. Project identification workshop, Slovakia Social Development Fund. Client: The World Bank. 2 weeks

7. Project planning, design and workshops, Moldova Social Investment Fund. Client: The World Bank. 2 months
8. Project planning and design workshops, Azerbaijan Education Sector Reform Project. Client: The World Bank. 1 month
9. Training in Logical Framework Approach as part of preparation of Ukraine Social Protection Reform Administration Project preparation. Client: World Bank. 2 weeks
10. Logical Framework workshop as part of design of Belarus Social Protection Project. Client: World Bank. 1 week
11. Targeted Social Assistance -Preparation, Implementation and Reporting Workshop, Belarus. Client: The World Bank. 2001: 2 weeks.
12. Training in Logical Framework Approach as part of preparation Ukraine Social Investment Fund. Ukraine: Client: World Bank. 1999 – 2001: 1 month
13. Training in Logical Framework Approach as part of preparation Azerbaijan Pension and Social Insurance Reform. Client: World Bank. 1999/2000: 1 month
14. Training of Moldova Social Investment Fund in project management techniques and procedures. Client: The World Bank. 1997 - 1998: 2,5 months
15. Evaluation of Medical Rehabilitation Program, Nordland County, Norway. Client: Ministry of Health. 1997: 4 months. Team member.
16. Preparation of Workshop on Social Investment Fund, Georgia. Client: The World Bank 1996: 3 weeks
17. Micro Projects and Rural Infrastructure Planning, Danang, Vietnam. Advisor. Client: United Nations Capital Development Fund (UNDP/OPS) 1993: 2 months.
18. Rural Settlements Planning Methodologies, Vietnam. Client: United Nations Center for Human Settlements – HABITAT. 1991: 3 months

IX. Physical infrastructure (i.a. energy, roads, construction)

1. Review of early phase of major public infrastructure projects in Norway. Client: Norwegian University of Science and Technology / Norwegian Ministry of Finance. 1 year
2. Assistance to Angola Ministry of Petroleum to finalize project document phase II – technical support to the Petroleum Sector in Angola. Client: Norad. 2 weeks
3. Project Planning Workshop for Belgrade - District Heating Rehabilitation Project, Republic of Serbia. Client: Sida (Contractpartner ÅF-International – Sweden). 2003, 2 weeks.
4. Pre-feasibility study Murmansk District Heating Rehabilitation, Russia Client: Nordic Investment Bank. 2003: 2 months Team leader.
5. Evaluation of Planning and Construction of New National University Hospital, Norway. Team leader. Client: Ministry of Labor and Administration, 2001:10 months
6. Pre-feasibility study of Norwegian Center for Environmental Research, Norway. Client: Norwegian Building Research Institute, 2001: 1 month Team member.
7. Evaluation of the Planning and Construction of the Oslo Airport and the High Speed Access Train, Norway Secretary to the Cabinet appointed Committee. Client: Ministry of Communication and Transport. 1998 – 99: 10 months
8. Evaluation of Planning Process for the New Oslo Airport. Norway: Client: Ministry of Environment. 1997: 1 month. Team member.
9. Evaluation of bids for "Preparation of Structure Plan, Master Plan and Detailed Area Plan for Dhaka and Chittagong, Bangladesh. Member of committee. Client: United Nations Center for Human Settlements - HABITAT. 1991: 2 weeks. Team member.

10. Review of Bangladesh Telecommunications Project. Client: NORAD. 1991: 1 month. Team member.
11. Evaluation and formulation of new phase of project "Wind Energy for Electrification", Cape Verde. Client: United Nations Sudano-Sahelian Office (UNSO). 1989: 4 weeks. Team member.
12. Review of UNDP/World Bank Energy Sector Management Assistance Programme (ESMAP) projects in Niger and Burkina Faso. Client: Norwegian Ministry of Development Cooperation. 1988: 1 month

X. Urban/regional development

1. Evaluation of Community Development Slum Project in Guayaquil, Ecuador, Team leader. Client: Norwegian Mission Alliance 6 weeks
2. Preparation of outline and methods for monitoring and different types of evaluations of the Groruddalen Development Project, Oslo Municipality, Norway, four weeks.
3. Preparation and Reporting from Workshop on Impact of Regional Policies in Northern Norway. Client: Ministry for Municipal Affairs and Regional Development. 2000: 2 weeks
4. Study on Regional Impacts of Government Policies in different Sectors – Establishment of database, Norway: Project leader. Client: Ministry for Municipal Affairs and Regional Development. 2000: 9 months
5. Future Development Perspectives for the Central Region of Norway. Client: Norwegian Ministry of Environment. 1992: 1 month. Team member.

XI. Rural / community development

1. Evaluation of Community Development Slum Project in Guayaquil, Ecuador. Client: Norwegian Mission Alliance. 2006. Team leader.
2. Evaluation of Integrated Development Interandean Valleys – Cumbaya, Bolivia. Team Leader Client: Norwegian Mission Alliance. 2004 1 month
3. Thematic Evaluation of Integrated Projects. Team Leader Client: Norwegian Interdenominational Office for Development Cooperation. 1 month.
4. Evaluation of "Appui Coopératif et Associatif aux Initiatives de Développement à la base – ACOPAM". Senegal, Mauritania, Mali, Niger, Burkina Faso. Client: Norwegian Ministry of Foreign Affairs. Team leader. 2002. 3 months
5. Sri Lanka: Project Formulation Post-Disaster Integrated Rural Development For Vavuniya District. Team Leader. NORAD. 1996: 1 month
6. Feasibility study of Peten Sustainable Development Program for Guatemala. Team leader. Client: Inter-American Development Bank. 1995: 3 months.
7. Review of the Integrated Rural Development Programme, Northern Province, Zambia. Client: NORAD. 1990: 5 weeks. Team member.
8. Review of "ACOPAM - Cooperative Support to World Food Programme Assisted Development Activities in the Sudano-Sahelian Zone". Client: International Labour Office - ILO. 1989: 1 month. Team member.
9. Review of development plans for Turkana Rural Development Programme and Bungoma Rural Development Programme, Kenya. Client: Norwegian Ministry of Development Cooperation. 1988: 1 month
10. Project review and Tripartite Meeting "Women's Irrigated Rice Cultivation", The Gambia. Client: United Nations Capital Development Fund (UNCDF) 1988: 2 weeks

11. Evaluation of Save the Children community development projects, Guatemala. NORAD. 1983: 1 month Team member.
12. Pre-feasibility study of Moneragala District Development Programme, Sri Lanka. Team leader. NORAD. 1982: 2 months
13. Pre-feasibility study of Hambantota Integrated Rural Development Programme, Sri Lanka. NORAD. 1978: 1 month. Team member.

XII. Good Governance, Public Administration

1. Review of the Norwegian Mission of Rule of Law Advisers to Moldova and Georgia, Team leader. Client: Norad. 6 weeks, 2009
2. Organizational Review of Bolivia Mission Alliance, MAN-B. 2008. 6 weeks. Team member.
3. Evaluation of Capacities and partnerships of local governance actors in Moldova Client: UNDP 2005. Team leader.
4. Feasibility study of institutional aspects and design of organizational development program for institutions involved in Murmansk District Heating Rehabilitation project, Russia. Client: Nordic Investment Bank. 2003 2 months. Team leader.
5. Review Anti-Corruption Bureau, Malawi. Client: NORAD. 2001: 2 weeks. Team leader.
6. Review and Appraisal “Physical Planning and Institutional Building Project”, Palestine: NORAD. 1997: 1 month. Team member.
7. Secretary to Highlevel Committee on the Cooperation between Central Government Institutions and Local Authorities in Regional Planning. Norway: Client: Ministry of Environment. 1995: 4 months.
8. Institutional and Human Resources Development in the North-East Province, Sri Lanka. Team leader. Client: NORAD. 1995: 3 months
9. Secretary to the Highlevel Interministerial Committee on the Relationship between National and Regional Planning, Norway: Client: Norwegian Ministry of Environment. 1992: 4 months
10. Reconnaissance Mission, United Nations Development Programme - UNDP - Management Development Programme. Mauritania 1989: 2 weeks
11. Hambantota Integrated Rural Development Programme, - Review of Administrative, Organizational and Financial Aspects, Sri Lanka: Team leader. Client: NORAD. 1984: 1 month

XIII. Civil Society, Human Rights (i.a., NGOs, civic organizations)

1. Review of the allocation to international NGOs and networks, Norad, 2008, 4 weeks. Team leader.
2. Organizational Review of Norwegian Rainforest Foundation. Team Leader. Client: Norad, six weeks 2007
3. Study of Trends, Impact and Effectiveness of Different Models for Supporting Civil Society at Country-level, Team Leader Country Study Ethiopia. Client: Norad, 5 weeks. 2007
4. Evaluation of ILO Capacity Building for Employers’ Organization on Productivity and Competitiveness, Senegal and Mauritania. Client: ILO, 4 weeks 2007
5. Member of group to appraise NGOs’ applications to Norad for support information on north-south issues. Client: Norad. 8 weeks 2006. Team member.

6. Workshop United Nations Rapid Response Mine Action Plan. Client: United Nations Mine Action Service. 2004: 2 weeks
7. Review of Norwegian NGOs' information activities on peace and development. Client: Norwegian Ministry of Foreign Affairs. 2002, 2 months. Team member.
8. Study on Impact of Training of Advisors on Institutional Development in Four Selected Organizations, Nicaragua: Team Leader. Client: NORAD, 1996: 1 month
9. Assessment of Administrative Support Fees to NGOs on NORAD financed projects. Client: NORAD 1992: 1 month

XIV. Indigenous Populations, Cultural Heritage

1. Organizational Review of Norwegian Rainforest Foundation. 2007. Team Leader. Client: Norad, six weeks 2007
2. Evaluation of Nordic World Heritage Office (NWHF), Norway, 2007. Client: NWHF, 4 weeks. Team member.
3. Design of the sustainable regional tourism program for the Mundo Maya Organization. Consultant on planning and coordination of feasibility study, Guatemala, Mexico, Belize, Honduras, El Salvador. Client: Inter American Development Bank, 2002, 2 months. Team member.
4. Evaluation of Nordic World Heritage Office, Norway. Secretary for evaluation committee. Client: Nordic World Heritage Office. 2000: 2,5 months.
5. Assistance on Strategic Planning. Client: Nordic World Heritage Office, Norway: 1999: 1 week
6. Assistance on Strategic Planning for International Development Assistance, Norway. Client: Institute for Cultural Heritage Research, 1998: 2 weeks
7. Evaluation of the Norwegian Program for Indigenous People - Assessment of Norwegian administration of the Program. Team member. Client: Norwegian Ministry of Foreign Affairs. 1998: 1 month
8. Pre-feasibility study of indigenous community center, Canar, Ecuador. Client: Norwegian People's Aid. 1985: 1 month
9. Evaluation of Peasant and indigenous organizations' participation in health projects in Cañar, Ecuador. Client: NORAD. 1983: 1 month

Oslo, May 18, 2009.