


**Kirsten Sandberg Natvig**  
**Scanteam**

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**NATIONALITY: Norwegian**
**KEY QUALIFICATIONS:**

Kirsten has more than 25 years' experience with rights-based development and peace-building processes in around 30 countries in Africa, Asia, Latin America and Europe. She has thorough thematic experience within governance and democracy building, peace building, reconciliation and transitional justice, gender equality, organizational development, and responsible business.

Kirsten has worked in partnership with national civil society organizations and accompanied them in designing, following up, monitoring, documenting and reporting development and peace-building programmes. Kirsten has a thorough command of qualitative, quantitative as well as participatory evaluation methods. She tailor-makes tools to fit with each assignment. Besides carrying out impact-evaluations, reviews and assessments, she does organizational reviews, mappings, analysis and studies. She also facilitates strategic decision-making processes. She provides advise on responsible business conduct and sustainable business.

**LANGUAGE:**

<b>Norwegian:</b>	Mother tongue
<b>English:</b>	Fluent
<b>French:</b>	Fluent
<b>Spanish:</b>	Fluent
<b>Portuguese:</b>	Basic

**COUNTRY WORK EXPERIENCE:**

<b>Africa:</b>	Cameroon, Congo, DR Congo, Ethiopia, Ghana, Liberia, Madagascar, Malawi, Mozambique, Rwanda, Senegal, South Africa, South Sudan, Swaziland, Uganda, Zimbabwe, Zambia
<b>Asia:</b>	Afghanistan, East-Timor, India, Palestine, The Philippines, Sri Lanka, Vietnam
<b>America:</b>	Bolivia, Colombia, Cuba, Guatemala, Honduras
<b>Europe:</b>	England, France, Kosovo, Norway

**EDUCATION:**

1993	Environment and Development, one semester, University of Oslo
1987-1991	Master of Economics, Management and administration, ("siviløkonom") Norwegian School of Economics (NHH)
1990	Social anthropology, two semesters, University of Bergen
1986-1987	"Cambridge proficiency Exam in English", Kingston Adult Education Centre, Surrey, England
1985-1986	"Certificat pratique de langue française", Université Haute Bretagne, Rennes, France

**EMPLOYMENT:**

- 2013- **Scanteam / Responsible Business Advisors, Oslo**  
*Senior consultant and senior partner*  
(For assignments, see “Consultancies” below)
- 2018-2019 **VID Specialized university, Oslo**  
*Guest lecturer*  
Teaching topics within *Organizational strengthening* and *Evaluations* for Master level students of “Valuebased Leadership”.
- 2016 **Norwegian Forum for Environment and Development (ForUM), Oslo**  
Part-time coordinator for ForUM’s working group on Responsible Business Conduct. Coordination of 25 Norwegian civil society organizations’ lobby and advocacy work with regard to international and national regulatory frameworks for responsible business conduct of Norwegian companies abroad.
- 2012-2013 **Norwegian Confederation of Trade Unions (LO-Norway), International Department**  
*Advisor - Africa*
  - Programme coordinator for strengthening the labour movement in seven African countries (Uganda, Zambia, Zimbabwe, Malawi, Swaziland, Mozambique, Ghana), both of the national labour centres/congresses and their affiliated unions.
  - Coordination of LO-Norway’s “Oil for Development”-programmes (Uganda, Ghana, Mozambique, Tanzania)
- 2004-2012 **Caritas Norway, Humanitarian Organization of the Catholic Church,**  
*Advisor*  
Design, coordination and monitoring of long term development programmes implemented by partner organisations in Colombia, Honduras, East-Timor, India, the Philippines, Sri Lanka, and Vietnam.
- 2003 **NORAD, Section for business development**  
*Advisor*  
Business development and job creation, micro-finance, small and medium enterprises.
- 2002-2003 **Sri Lanka Monitoring Mission, Sri Lanka**  
Seconded by Norwegian Refugee Council to the Norwegian MFA  
*Finance Manager of Head Quarter; Deputy Head of Office in field office in Vavuniya*  
Facilitation of dialogue between the two parties at war. Reception of and enquiry into complaints about violations of the cease fire agreement.
- 2000-2002 **Norwegian People’s Aid, Rwanda**  
*Financial and Administrative Manager*
  - Strategic planning, human resource management and staff development, financial planning and reporting, logistics, administration and gender equality of the country programme and offices with a total of 60 local employees within the health sector, justice sector and civil society strengthening.
  - Programme coordinator for UNHCR funded reconciliation programme “Imagine Coexistence”.

1998- 2000 **NORCOOP, The Royal Norwegian Society for Development**

*Project coordinator*

Coordination of development projects in partnership with the cooperative movement in Senegal, Palestine, Guatemala. Organizational strengthening, Strengthening of women's opportunities and participation, Peace and Reconciliation.

1997- 1998 **Save the Children Norway, Marketing department, Oslo.**

*Project manager*

Design of marketing, communication and fundraising activities.

1996-1997 **Project leader for the establishment of a Fair Trade labelling system in Norway**

*Initiator*

Fundraising, mobilizing and recruiting project owners, carrying out market study and awareness raising campaign. (The Max Havelaar Foundation Norway, now Fairtrade Norway, was established June 1997: [www.fairtrade.no](http://www.fairtrade.no))

1994-1996 **Foundation for Alternative Trade, Norway**

*Import manager / Project Coordinator*

**CONSULTANCIES (Client in parenthesis):**

**2022**

- Project leader for meta-evaluation of lessons learnt from 16 organizational Reviews of Digni's member organizations 2018-2021 (Digni).
- Evaluation of Digni's framework agreement with three member organizations (Digni).

**2021**

- Team leader of case studies from Colombia, Afghanistan and Nordic Women Mediators Network of Norwegian assistance towards the Women, Peace and Security agenda 2000-2020 (Norad).
- Quality Assuror for Ipsos of mapping of unethical pressure towards staff and politicians at municipal level (The Norwegian Association of Local and Regional Authorities - KS).
- Team member with Conow of evaluation of funding programme for art and culture "BarentsKult" (Barent's Secretariat).
- Team leader of review of "Indo-Norwegian cooperation on higher education" (Royal Norwegian Embassy in Delhi).
- Team member for mapping of Women Peace and Security funding by Norway between 2000 and 2020 (Norad).

**2020**

- Advisor on results-based management system for project on trafficking (United Nations Association of Norway).
- Team leader for mid-term review of project in Eurasia "PEACE for Human Rights Defenders: Protect, Empower, Advocate, Connect and Engage" (Human Rights House Foundation).
- Team leader for end term evaluation of "Strategic Partnership for Garment Supply Chain Transformation 2016-2020" funded by the Dutch Ministry of Foreign Affairs "Dialogue and Dissent"-framework (Fair Wear Foundation).
- Team leader for research on ways of protecting local politicians against hate crime, in collaboration with Ipsos and Lund&Co (The Norwegian Association of Local and Regional Authorities - KS).
- Team leader for human rights risk analysis for businesses based in Bergen (Bergen municipality).

- Team leader and co-author for Norad Report 01/2020: Addressing risks in Trust Funds: lessons learned and possible responses (Norad).
- Author of Country Evaluation Brief for Colombia 2013-2019 for Norad (Particip).
- Strategic advisor with regard to establishing results-based management system (United Nations Association of Norway).
- Strategic advisor on project management (Mercy Ships Norway).
- Quality assessor of evaluation of Human Rights programme in North Caucasus (Human Rights House Foundation).

## 2019

- Project leader for Ipsos for gender equality analysis (Save the Children Norway).
- Quality Assessor of evaluation of research programme in Russia (NUPI).
- Head of process facilitation for Ipsos on improved patient experience for patients with an ALS diagnosis (Norwegian Directorate of Health).
- Head of study for Ipsos on how to prevent and tackle hate crime towards local politicians (The Norwegian Association of Local and Regional Authorities - KS).
- Advisor on result-based management system (Norwegian Human Rights Fund).
- Advisor on result-based management system (Mercy Ships Norway).
- Quality assessor for Ipsos for evaluation of regional centres for support to next of kin of substance abusers (Norwegian Women's Public Health Association).
- Head of review of organizational development capacity within the Digni membership (Digni).
- Head of research and policy brief concerning a product based exclusion criteria for defence material as part of the Norwegian Pension Fund-Global's investment portfolio (FIVH).

## 2018

- Head of Organizational Review Stefanusalliansen (Digni).
- Head of Financial review of Human Rights House Foundation (HRHF).
- Team member of research and policy brief on principle of Private Finance First (Norwegian Forum for Environment and Development – ForUM).
- Team member of evaluation of the Norwegian cooperation with the Colombian security forces, with focus on measuring results (Royal Norwegian Embassy to Bogotá).
- Quality Assessor of midterm review of “Civil responsibility in a changing world” in Russia (NUPI).
- Head of evaluation of the Norwegian Human Rights Fund's “Support to local organizations and strategy implementation”. Measuring how the fund has strengthened vulnerable and marginalised human rights defenders. (NHRF).
- Team member of assessment of vulnerability to corruption in multi-donor funding mechanisms (Christian Michelsen Institute).
- Course leader for results based management project design for Rafto Foundation for Human Rights (Rafto Foundation).
- Course leader for results based management project design for PRIO researchers (PRIO).
- Head of organisational, financial and performance review of KMM (Norway) and Ker Yaakaar (Senegal). (Report in French) (Digni).

## 2017

- Head of Review of four ongoing projects under the Rural Development Programme in conflict zones in South Sudan. Field visits. Participatory SWOT analysis. (Norwegian People's Aid).

- Head of midterm evaluation of the Rafto Foundation. Measuring how the Rafto Prize contributes to increased recognition and attention of its laureates (Rafto Foundation).
- Team member of External Review of Afghanistan Rehabilitation Trust Fund (World Bank /ARTF).
- Team member of Evaluation of the “Trondheim Conferences on Biodiversity” in collaboration with Conow. Measuring how the conferences have influenced global policy makers on biodiversity (Norwegian Environmental Agency).
- Advisor on proposal- and report-writing for development projects (JOIN).
- Course leader for writing terms of reference for evaluations (FOKUS).
- Advisor for Political Risk Analysis for a supplier company to the petroleum sector in Ghana (BDO).

## 2016

- Head of Review of Norad-funded Framework agreement between Digni and three member organizations. Literature review, survey, full day participatory workshop (Digni).
- Moderator during conference on Decent Work and Responsible Business Conduct (LO-Norway).
- Facilitator of participatory process to design global programme monitoring tools. Design and facilitation of a three-day workshop (LO-Norway).
- Head of evaluation of FOKUS 1325 Programme “Get the women to the table”, Sri Lanka and Colombia. Measuring the programme’s contribution to the strengthening of national women’s movements for female influence in the peace-process and transitional justice processes. (FOKUS-Norwegian Forum for Women and Development).
- Head of final evaluation of Norad-funded Community Integrated Education Programme in Liberia. Measuring results, including attitude change among parents to education. (Norwegian Mission Alliance).  
<https://www.norad.no/globalassets/import-2162015-80434-am/www.norad.no-ny/filarkiv/ngo-evaluations/mid-term-evaluation-of-community-integrated-education-program-ciep.pdf>

## 2015

- Team member of Organizational reviews of Norad-funded Plan Norway and WWF Norway. Quantitative and qualitative system’s review of organizational structure and governance, value added, money flow and financial management, results management and results achieved (Norad).
- Head of Organizational review of Norad-funded Norwegian Mission Society with field mission in Cameroon. Organizational capacity assessment, system’s review, value added diagnostic, financial management, effectiveness and money flow review (Digni).
- Head of Programme-evaluation of Norad funded “Decent work in the petroleum sector” including political economy analysis and measuring results on the enhancement of occupational health and security on the work places. Field work in Ghana, Mozambique, Cuba, Bolivia (LO-Norway).
- Team member assessment of donor experiences in Colombia (NOREF/NMFA).
- Facilitator for development of Norad-funded inclusive education programme in Madagascar for the Malagasy Lutheran Church and the Norwegian Mission Society. Two three days workshops, field visits, on-site training on programme-design (Digni).
- Head of Organizational review and evaluation of the Norwegian Ecumenical Peace Platform. Organizational capacity assessment. Measuring results, including whether inter-religious dialogue in South Sudan and Great Lakes region had contributed to a peace-building mind-set within the churches and in society at large. (Christian Council of Norway).
- Head of Evaluation of the Norad-funded “*Projet des droits des femmes au sein de l’église et la société au Congo*” in partnership with The Mission Covenant Church of Norway (DNM).

<https://www.norad.no/globalassets/publikasjoner/publikasjoner-2015-/ngo-evaluations/droit-des-femmes-au-sein-de-leglise-et-la-societe-en-republique-du-congo.pdf>

## 2014

- Team member of Impact assessment of Ghana Extractive Industries Transparency Initiative. Contribution analysis, theory of change, key persons' interviews, stakeholder meetings with regards to mining operations. (GIZ/Particip).
- Head of project review of The Norwegian Pentecostal Church (PYM)'s "Repatriation of refugees and combatants from DRC to Rwanda". Document review, financial review, interviews, workshop with stakeholders in Bukavu on conflict- and trend- and events analysis, field visits to North and South Kivu and Rwanda (Norad).
- Team member of Evaluation of financial and technical assistance to national Extractive Industries Transparency Initiatives (World Bank and EITI International Secretariat).
- Head of project review of PRIO's "Gender, Conflict and Peacebuilding". Qualitative methodology based on participatory retroactive outcome-mapping of a research project dating from 2006 to 2014. Establishing lessons learned and best practices (Norad).
- Head of Organizational review of the Norad-funded Atlas Alliance: "Organization, Focus, Portfolio and Approach". Theory of Change, survey, organizational assessment participatory workshop, interviews, money flow and cost-efficiency analysis, field visit to Malawi (Atlas Alliance).
- Head of Organizational review of Norad-funded LHL International Tuberculosis Foundations. Theory of change, survey, organizational assessment participatory workshop, interviews, money flow and cost-efficiency analysis, field visit to Malawi (Atlas Alliance).

## 2013

- Team member of Review of "Women, Peace and Security: Norway's Strategic Plan 2011-2013" in cooperation with desk officer in Norad. Forward-looking, lessons-learned and best practices (Norad).
- Head of Participatory Mid-term Evaluation of Norad-funded Community Integrated Education Programme in Liberia. Appreciative inquiry, lessons-learned (Norwegian Mission Alliance).
- Team member of Evaluation of Norwegian Quota Scheme (scholarship scheme for students from developing countries for higher education in Norway) (Norwegian Ministry of Education).

## RELEVANT COURSES:

- Rigorous Impact evaluation (Howard White, The International Initiative for Impact Evaluation)
- M&E for unstable environments and complex interventions (advanced level) (Channel Research)
- Rights Based Approach (Norwegian Development Network)
- Theories of Change (Norwegian Development Network)
- Indicators and Results Based Management (Norwegian Development Network)
- Social Exclusion (Norwegian Development Network)
- Listening Project (Mary Anderson, Collaborative Development Action)
- Do No Harm (Mary Anderson, Collaborative Development Action)
- Conflict Sensitivity (International Alert)
- Peace processes, Peace building and Development (Norwegian Ministry of Foreign Affairs)
- Social Teaching of Catholic Church (Faculty of Theology, University of Oslo)
- Training of trainers in Gender and Development (Forum for Women and Development)