



Mr. Vegard Bye

Scanteam

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NATIONALITY: Norwegian

KEY QUALIFICATIONS:

- Team leadership of international, multi-sector, complex evaluations, i.a. in conflict / post-conflict situations
- Assessment of business challenges and performance in above-mentioned countries and situations (OECD Guidelines, UN Guiding Principles, IFC procedures for ESIA etc.)
- Management of complex and politically challenging human rights and conflict resolution programmes (including indigenous issues) in countries with weak commitment to human rights and good governance
- Institution-building and institutional development of public institutions (academic and regulatory)
- Management of natural and extractive resources, extractive industry governance, particularly in terms of political and institutional aspects
- Assessment of programs in the field of disaster preparedness, emergency and humanitarian response
- Engagement and lobbying with international community for the enhancement of international human rights and humanitarian law standards and their application in conflicts
- Work with civil society, parliaments and watchdog institutions, media and access to information – all as part of pluralistic and participatory democracy-building and rights-based development
- Democracy and democratic consolidation in conflict and post-conflict societies (as a matter of academic as well as practical concern)

LANGUAGES:	<i>Speak</i>	<i>Write</i>	<i>Understand</i>	<i>Read</i>
<i>Norwegian</i>	Mother tongue			
<i>English</i>	Excellent	Excellent	Excellent	Excellent
<i>Spanish</i>	Excellent	Excellent	Excellent	Excellent
<i>Portuguese</i>	Excellent	Good	Excellent	Excellent
<i>French</i>	Good	Fair	Excellent	Excellent
<i>German</i>	Fair	Fair	Good	Excellent

COUNTRY WORK EXPERIENCE:

Africa: Angola, Sudan, South Sudan, Somalia, South Africa, Tanzania, Kenya, Botswana, Chad, Cameroon.

Latin-America: basically all Latin American countries, with most in-depth experience from Bolivia, Nicaragua, Cuba, Colombia, Peru, El Salvador, Guatemala, Honduras, Venezuela, Brazil, Ecuador, Mexico, Chile, Costa Rica, Argentina, Panama.

Asia: Afghanistan, Nepal, Myanmar, Sri Lanka.

Others: Norway, Sweden, Denmark, USA

EDUCATION: **1977** *Cand. Polit* (equivalent to MA+), Political Science/
 International Politics, University of Oslo. Thesis: "Nationalization of Oil
 in Venezuela: A Study of Modifications in Dependency Structures"
1973 *Cand. Mag*, Social Sciences, University of Oslo (with courses
 in political science, sociology, public law)
 Presently working on *Dr.Philos* project: "Economic reform and political
 change in Cuba"

PROFESSIONAL EXPERIENCE, MAIN ACHIEVEMENTS

November 2008 until now: Partner, Scanteam

- Various evaluation assignments, several of them as Team Leader, mostly focusing on governance, democracy, human rights, political institution-building, donor coordination, in fragile, conflict and post-conflict settings (see list of assignments below)

January 2011 until now: Senior Research Fellow, Norwegian Institute of International Affairs

- Heading a research project on the reform process in Cuba, with emphasis on links between economic and political reforms
- Published a book (in Norwegian): "The Illegitimate Sons of Bolívar: The New South America between Chávez and Lula" (Spartacus, Oslo: ISBN 978-82-430-0572-3) (financed by "Fritt Ord" and Norwegian Association of Non-Fiction Authors; published September 2010)

April–Nov 2008: Representative of UN High Commissioner for Human Rights, Bolivia

- Setting up the first UN Human Rights Office in the country;
- Achieving practical recognition of the wide mandate of the Office from various government structures, and from all other political actors including opposition parties, decentralized authorities mostly in strong opposition to the central government, civil society and the diplomatic community in the highly polarized political situation of the country;
- Contributing to the prevention of violence, and reporting publicly on the most serious forms of human rights violations, while participating as a facilitator in the negotiations between government and opposition, leading to a wide agreement on the country's new Constitution (October, 2008);

- In my capacity as representative of the UN human rights mandate in Bolivia as well as – previously – in Angola, I was working closely with the Special Representative of the UN Secretary General to explore the human rights responsibility of business corporations.

April 2004–April 2008: Representative, UN High Commissioner for Human Rights, Angola

- Representing the UN’s human rights mandate in a post-war and quite authoritarian country, without any agreement with the Government or any explicit mandate for the Office,
- Get acceptance, at least in principle, for the government responsibility to adhere to basic human rights norms, particularly in the provinces all over the country where knowledge and acceptance of the entire concept was heavily questioned from the outset of my mandate;
- Playing a decisive role in the establishment of a national human rights institution (*Provedor de Justicia*);
- Playing a decisive role in the acceptance by the Judiciary and the legal community in the country of alternative mechanisms for conflict resolution, in a country where access to justice for the large majority of the population is extremely limited;
- Building, training and coaching an expanding professional staff in the Office, most of them nationals, more than doubling the number during my period, of whom the majority were promoted to higher levels and/or from assistant to programme officer positions for proven professional skills;
- Raising most of the project funding from local embassy contributions during the entire period, more than doubling the annual budget, and at the same time maintaining a close and frank dialogue with the diplomatic community on human rights issues.

January 1996 - April 2004: President of NORLAT a/s (Consultancy company)

- Establishing, developing and managing a consultancy company in governance, natural resource management and development that became one of the most prestigious networks of resource persons for the Latin American region in the Nordic countries;
- Implementing 45 major consultancies at an average annual value of UD 500,000 in 15 Latin American countries. Main clients were the IDB, the UN, Ministries of Foreign Affairs of the three Scandinavian countries and various private companies and NGOs.
- Introducing several Norwegian companies to business opportunities in Latin America;
- Coordinating pioneer projects i.a. in the areas of comparative indigenous legislation and titling of indigenous lands, drawing up various watershed management and development plans, assessing a host of UN human rights programmes in Latin America and globally.

As a journalist, writer, public speaker:

- Recognized as a leading expert on Latin American affairs in Norway and the Nordic countries.
- As a news and feature reporter, including as war correspondent in Central America during the 1980s, the author of several widely read books and publications, and very active public speaker and commentator in the leading news media, contributing to an

improved public knowledge of Latin America in particular and the developing world and development issues in general.

As an academic:

- Research and teaching assignments, development and democracy issues in Latin America, at academic institutions in Norway: Peace Research Institute of Oslo/PRIO, Norwegian Institute of Foreign Affairs/NUPI, Dept of Political Science/Univ of Oslo;
- Publication of research reports with influence on public policies and the media
- Teaching for master students, and supervision of several dozens of master theses.

Government civil servant:

- As Head of NORAD's Latin America Division, developing an active Norwegian cooperation programme in Central America;
- Facilitating diplomatic and mediation efforts between US and Cuba at a critical point in the 1990s;
- Playing an active role in developing NORAD's first generation of evaluation tools and procedures in the early 1980s.

NGO and political work:

- As substitute Member of Parliament 1993-1997, standing in as MP for the present Minister of Education, Minister of Development and the Environment, respectively;
- As Executive Director of the main NGO network, Forum for Environment and Development, I had a leading role in international coordination of the non-governmental participation in several UN summits, i.a. as a main author and organizer of the Alternative Copenhagen Declaration (at the 1995 Social Summit), rallying the support of more than 1,000 NGOs worldwide.

CONSULTANCIES 2009 - :

- 2016:** **Peru:**
 Norad:
 Evaluation of the Norwegian Rainforest Foundation's Amazon Programme / Peru
 (Part of evaluation of four NGOs in Peru and Zambia)
 Team Leader of Peru assignment
- 2015:** **Cuba; Central America**
 Regional advisor to Scatec Solar (leading international solar energy company);
 supporting the company in the introduction of large photovoltaic projects in the
 region
- 2014:** **Colombia:**
 Norwegian Ministry of Foreign Affairs / NOREF:
 Elaboration of a paper on Donor experiences with funding mechanisms to support
 peace implementation
 Team Leader
- 2014:** **Peru:**
 World Bank / Extractive Industries Transparency Initiative (EITI):

- Review of the Resourcing of the EITI
Peru country study
One-man mission (part of larger international team)
- 2014:** **Amazon region (Brazil, Bolivia, Peru, Ecuador, Colombia, Venezuela, Guyana, Surinam, French Guyana):**
Midterm Review of the Rainforest Foundation Norway Program in the Amazon.
Team leader
- 2014:** **Myanmar:**
Scanteam:
Business research mission; possible business opportunities particularly re CSR for large SOEs establishing in the country.
One-man mission
- 2013:** **Angola:**
Ministry of Foreign Affairs:
Forward-looking Review of the Support from the Royal Norwegian Embassy to Civil Society Organizations in Angola through the Norwegian Church Aid and the Norwegian People's Aid
Team Leader (ongoing)
- 2013:** **South Sudan:**
Norwegian Peoples' Aid:
Review of the project "Capacity-building of the SPLM"
Team Leader (ongoing)
- 2013:** **Somalia:**
Norad, Section for Development Strategy and Governance
Review of Norway's support to statebuilding, peacebuilding and democracy development through UNDP and NDI in Somalia
Team Leader
- 2013:** **Bolivia:**
Sida (through Indvelop):
Evaluation of the Outcome of Sweden's Bilateral Cooperation with Bolivia, 2009-2013
Team Leader
- 2012:** **Norway:**
Norwegian Forum for Development and the Environment (ForUM), with financial support from the Ministry of Foreign Affairs:
Organization of a series of seminars on the issue of Corporate Social Responsibility: Co-team leader
- 2012:** **Global (including Cote d'Ivoire, Somalia, Myanmar, Kyrgyzstan, Haiti, Libya):**
International Media Support (IMS) (based in Copenhagen):
Review of Joint donor basket funding for support to media and conflict.
Team leader
- 2012:** **Afganistan:**
World Bank:

External Review, Afghanistan Reconstruction Trust Fund – Senior Consultant

- 2012: Kenya:**
Norad:
Evaluation of Kenya National Commission on Human Rights – Team Leader
- 2011- 2012: Global:**
Norad, Evaluation Department:
Evaluation of the Oil for Development Initiative (responsible for Sudan and Latin America)
- 2011 – 2012: Cuba:**
Norwegian Ministry of Foreign Affairs / Norwegian Institute of International Affairs:
Coordination of academic project on Cuba’s reform process (ongoing)
- 2011: Colombia:**
Sida:
Evaluation of support to the Ombudsman Institution in Colombia – Team Leader
- 2011: Peru:**
European Union:
Observer of the Presidential Elections
- 2011: Global:**
Norad, Evaluation Department:
Evaluation of Norwegian Development Cooperation to support Human Rights – Team Leader
- 2010: Sudan:**
Norwegian People’s Aid (NPA):
Review of Support to SPLM as a Democratic Political Party
Team Leader
- 2010: Central America:**
Norad, Dept for Private Sector and Development:
Review of Support to CEPREDENAC: Natural Disaster Prevention in Central America
Team Leader
- 2010: Global / Sudan:**
Norad, Evaluation Department:
Evaluation of Norwegian Support to Democratic Development through the United Nations
Team Member; Team Leader Sudan Case Study
- 2009: Sudan:**
Olof Palme International Centre:
Final Evaluation of the Project:
Promoting Freedom of Expression and Civil Society Involvement in Developing Democratic Media Legislation in Sudan
Team leader

CONSULTANCIES, 1995-2004:

- 2004:** **Latin-America:**
Inter-American Development Bank:
Comparative analysis of indigenous legislation in Latin America - Team Leader
- Honduras:**
Inter-American Development Bank:
Implementation of the integrated strategic plan, Valle de Sula
- 2003:** **Honduras:**
Inter-American Development Bank:
Implementation of the local participation component of the project “Peace and Co-Existence” (juvenile delinquency prevention)
Co-Ordinator of international consultancy team
- Nicaragua:**
UN High Commissioner for Human Rights:
Evaluation of the Technical Cooperation Program, Nicaragua
Head of Mission
- Norway:**
Norwegian Ministry of Foreign Affairs:
Evaluation of the Evaluation Network, Norwegian Development Network
- Bolivia:**
Danish Ministry of Foreign Affairs:
Review of the Projects “Ordering and Titling of Indigenous Community Lands” and “Civil Society Support”
- Costa Rica:**
Inter-American Development Bank:
ICT Training for Women Entrepreneurs, Coordinator of international consultancy team, working with Fundación Omar Dengo as local counterpart
- 2002:** **Latin America:**
Inter-American Development Bank:
Comparative analysis of indigenous legislation in Latin America - Team Leader
- Argentina/Brazil:**
Norwegian Volunteer Service (Fredskorpset):
Ethical Aspects of Football Organization
Coordinating a project between Norwegian, Argentinean and Brazilian football clubs and institutions working with problems of corruption, transparency, trafficking of juvenile players etc
- Honduras:**
Inter-American Development Bank:

Formulation of an Integral Strategic Plan for the Sula Valley Region towards 2020 - Co-Ordinator of NORLAT Team

Nicaragua:

NORAD/ICI:

Study of Agro-Ecology and Rainwater Drainage in Sub-Watershed III of the Southern Managua Watershed (part of greater IDB Lake Managua project)
Responsible for institutional and legal aspects of the study

Global:

Sida (Swedish Ministry of Foreign Affairs):

Evaluation of International Service for Human Rights - one-person team

2001:

Global:

UN High Commissioner for Human Rights:

Assessment of UN Country Teams' mainstreaming of human rights in development programming

Central America, Argentina and Brazil:

Norwegian Volunteer Service (Fredskorpset):

Preparation of different volunteer projects in Central America, Brazil and Argentina - Team leader

Mexico:

Un High Commissioner for Human Rights:

Evaluation of Phase I of OHCHR's Technical Cooperation Program with Mexico – One-person team

El Salvador, Honduras, Nicaragua:

Danida:

Review of the project "Conservation of coastal ecosystems in the Gulf of Fonseca" - Team member and report editor

Guatemala:

Inter-American Development Bank (IDB):

Strengthening of SEGEPLAN (General Planning Secretariat), and the elaboration of a policy proposal for Guatemala's international development cooperation - Coordinator and Team Leader

2000:

Nicaragua:

Inter-American Development Bank (IDB); with INETER:

Study of Nicaragua's vulnerability to natural disasters and establishment of land use planning in the area affected by the hurricane Mitch - Coordinator and leader of an international team

Guatemala and Nicaragua:

NUFU/SIU:

Evaluation of University cooperation program Norway – Central America - Team Member

Guatemala, Honduras, El Salvador:

Inter-American Development Bank (IDB):

Feasibility study of a trinational project for sustainable management of the Upper Lempa watershed - Institutional expert and coordinator of the international team

El Salvador:

United Nations High Commissioner for Human Rights

Evaluation of the OHCHR Program in El Salvador, 1997 – 2000

(with proposal for a new program period) - Sole responsible for the study

Global:

Norwegian Ministry of Foreign Affairs:

Study of experiences with government support through NGOs with a view to the elaboration of new regulations for this purpose - Desk study, head of team

Central America:

Danish Ministry of Foreign Affairs (Danida):

Appraisal of the institutional support to the Central American Commission for Environment and Development (CCAD) - Desk study

1999:
Norway:

Ministry of Foreign Affairs (Norway)

Assessment of experiences with support to the promotion of democracy in Norway's development cooperation - Team Leader

El Salvador:

Sida (Sweden):

Evaluation of Diakonia's program for Human Rights and Democracy in Central America (the El Salvador case) - Team Leader

Costa Rica:

Danida (Denmark):

Evaluation of two rainforest projects in Costa Rica - Team Leader

1998:
Latin America:

NORLAT (Nordic - Latin American Resource Group)

Development of a new consultancy network company incl. several field trips

Norway:

Norwegian Ministry of Foreign Affairs:

Systematisation of evaluation lessons over the last five years - Team Leader

Guatemala, Honduras:

Danish Ministry of Foreign Affairs (Danida)

Pre-Appraisal of two four-years RCT projects (Rehabilitation and Research Center for Torture Victims) in Guatemala and Honduras – Team leader

Bolivia:

Danish Ministry of Foreign Affairs (Danida)
Appraisal of Denmark's Indigenous Programme, Bolivia – Team leader

1997: **Norway, Guatemala, El Salvador, Nicaragua, Bolivia:**
Blom ASA (leading Norwegian survey company):
Assistance in the preparation of strategy and tenders for cadastre operations in Latin America, notably El Salvador, Guatemala, Bolivia

Norway:
Hydro Aluminium:
Presentation of strategy re dialogue with international/local environmental/HR NGOs – Team leader

Norway:
Norwegian People's Aid:
Elaboration of policy paper on landmine-related activities

Guatemala:
Danish Ministry of Foreign Affairs/DANIDA:
Appraisal of Danish Transitional Assistance to the Peace Process in Guatemala (the UN component) – Team leader

Cuba:
Norwegian Ministry of Foreign Affairs/
Norwegian Peoples' Aid:
Extensive work related to diplomatic initiatives towards Cuba, i.a. related to the US, including half a dozen field trips to Cuba, US and other relevant countries (1995-1997)

Cuba:
GAND (leading Norwegian investor company in the energy/environmental field): Assistance to identify environmental investment opportunities in Cuba

1996: **USA:**
Norwegian Ministry of Foreign Affairs:
Review of IDB's plans for the modernization of the state in Latin America, including field trip to IDB HQ in Washington DC

Costa Rica, Nicaragua, El Salvador, Honduras, Guatemala:
Danish Ministry of Foreign Affairs/DANIDA:
Review of PRODECA (Denmark's Human Rights Programme in Central America), including field trips – Team leader

Guatemala:
Danish Ministry of Foreign Affairs/DANIDA:
Appraisal of expanded PRODECA support to the peace process in Guatemala, including field trip

Panama:
Bahr (leading Norwegian legal company):

Assistance in large-scale international tax-evasion case, including two field trips

Nicaragua:

Olof Palme International Centre (Sweden):

Final evaluation of support to worker-owned companies in Nicaragua, including two field trips – Team leader

Chile:

Eeg Henriksen Group/NCC (leading Nordic construction company)

Assistance in search of environmental market opportunities, including field trip

Norway:

Norwegian Peoples' Aid:

Elaboration of environmental policy strategy

Chile:

Ibis (major Danish NGO):

Final evaluation of Ibis' Chile programme, including field trip – Team leader

1995:

Cuba:

Norwegian Ministry of Foreign Affairs:

Report on prospects for Norwegian commercial involvement in Cuba, including field trip and preparation of Foreign Minister visit

Costa Rica, Nicaragua, El Salvador, Guatemala:

Ibis (Leading Danish NGO):

Programme Review of Ibis' Central America Programme – Team leader