



## Mr. Arne Disch

### Scanteam

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**NATIONALITY:** Norwegian

**KEY QUALIFICATIONS:**

- Experienced team leader: 80 evaluations for 15 clients in 45 countries: policy issues, governance, PFM, fragile/conflict situations, capacity development
- 16 years in Africa and Latin America for UNDP, Norad, World Bank and as a university professor in economics. Since 1996 full-time consultant in Norway.
- Work areas cover policy studies; fragile states and post-conflict issues; governance and anti-corruption; institutional and organisational development; economic policy, public finance management including planning, budgeting, sector programming and risk assessments; project and program appraisal, monitoring, reviews and evaluation; aid effectiveness; micro-finance; methodology development, training.

**LANGUAGES:**

<b>Norwegian:</b>	Mother tongue
<b>English:</b>	Fluent
<b>Portuguese:</b>	Fluent
<b>Spanish, French:</b>	Read, understand well; speak ok

**COUNTRY WORK EXPERIENCE:**

**Africa:** Angola, Burundi, Central African Republic, DemRep of Congo, Ethiopia, Ghana, Kenya, Malawi, Mozambique, Namibia, Nigeria, Rep of Congo, Rwanda, Tanzania, Uganda, Zambia, Zimbabwe.

**Asia:** Afghanistan, Bangladesh, Cambodia, Indonesia, Kyrgyz Republic, Laos, Malaysia, Nepal, Palestine, Thailand, Vietnam, Yemen.

**Latin-America:** Brazil, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama.

**Europe:** Belarus, Bosnia-Herzegovina, Croatia, Czech Republic, Kosovo, Lithuania, Norway, Portugal, Serbia.

**EDUCATION:**

<b>1983</b>	Ph.D., Economics, Yale University
<b>1977</b>	M.A., International Relations, Yale University
<b>1975</b>	Political Science, L'École des Hautes Études en Sciences Sociales, Paris
<b>1974</b>	Political Science, University of Hamburg
<b>1974</b>	Sociology and History, University of Oslo

## EMPLOYMENT

### September 1999 – Present

*Employer:* Scanteam – Oslo, Norway

*Position:* Managing Partner as of January 2002

*Duties:* Full-time consultant, working particularly on policy-based reviews and evaluations.

### Oct 1997 – Aug 1999

*Employer:* ECON Center for Economic Analyses – Oslo, Norway

*Position:* Senior Economist; Business Manager for "Development Economics" area

### February – August 1997

*Employer:* Asplan Viak – Oslo, Norway

*Position:* Senior Economist, largely on development but also Norwegian projects.

### August 1996 – February 1997

*Employer:* Centre for Development and the Environment ("SUM"), University of Oslo

*Position:* Senior Researcher, co-ordinated Scandinavian and own contributions to the World Bank's *WDR 1997: The State in a Changing World*

### April 1992 – May 1996

*Employer:* The World Bank, Zimbabwe Country Office – Harare, Zimbabwe

*Position:* Public Expenditure/Public Finance Economist.

*Duties:* Public Expenditure Reviews (PERs), social sector development, poverty reduction activities in the Southern Africa region:

*Zimbabwe:* PER, public admin reform/ decentralization, poverty reduction strategies.

*Mozambique:* Labor markets, distortionary impact of aid, aid co-ordination.

*Namibia:* PER, public admin reform, aid co-ordination/external resource management.

### September 1988 – March 1992

*Employer:* Norad – Norwegian Embassy, Maputo, Mozambique.

*Position:* Deputy Representative + Country Economist, also covering health, fisheries, import support programs; donor coordination; liaison with UN, World Bank.

### September 1983 – August 1988

*Employer:* UN Development Programme - Maputo, Mozambique & Kampala, Uganda.

*Position:* Assistant Resident Representative/Programmes. Head of programme section; drafted country programmes both places; trained staff, improved programme and project development and monitoring systems.

### August 1980 – August 1983

*Employer:* Institute for Economic Studies ("FIPE"), University of São Paulo, Brazil.

*Position:* Visiting Researcher/Professor. Taught development & agricultural economics, economic history. Research on agricultural policies, technical change, income distribution; profits-function econometrics.

### OTHER COURSES/TRAINING

- *Public Expenditure and Financial Accountability (PEFA)* – 2016-version training. **26-29 April 2016**, World Bank and PEFA Secretariat, Budapest
- *Complexity Theory: Evaluations in Fragile and Non-Predictable Situations*. **14-15 Sep 2015**, The Phoenix Research Network, Stockholm.
- *Monitoring and Evaluation: New Developments and Challenges*. **14-16 June 2011**, INTRAC/UK, PSO/Netherlands, PRIA/India, Amsterdam.
- *Conducting Impact Evaluations under Real-World Constraints*. **14-16 Sep 2009**, Norad, Oslo.
- *Applying PFM Performance Measurement Framework for Public Expenditure and Financial Accountability (PEFA) Analysis*. **20-21 March 2007**, World Bank, London.
- *Project Risk Management*. **12-13 Sep 2000**. Norwegian Consulting Engineers' Association, Oslo.
- *Negotiation Workshop*. **5-7 January 1994**. Conflict Management Inc and the World Bank, Washington DC.
- *Leadership Workshop*. **6-12 June 1993**. Management Development Associates and UNDP, Harare.

### TEACHING/TRAINING/FACILITATION

- Taught three years, São Paulo university (1980-83), one semester Oslo University (1996).
- 2000-2009 taught/responsible for Results-based Management (LFA, Evaluation, Indicator Development, Risk Analysis) 2-4 times/year for Norad/MFA staff; also for Ministry of Defence, Auditor-General's office, NGOs. Included updating/adaptations of course contents/ manuals/exercises.
- Facilitate/lead workshops/seminars on strategy/methodologies for NGOs, others.

### SELECT CONSULTANCIES

*Client in bold italic, field work country/ies in bold*

#### 2016

- Team leader, evaluation of EU's ***Joint programming*** approach that tries to strengthen aid effectiveness through increased harmonisation of EU member states and alignment with host country priorities. **Kenya, Mozambique, Rwanda, Zambia, EC DEVCO Evaluation**
- Team leader, review of the World Bank Multi-Donor Trust Fund for Public Finance Management in Central Asia; review of 35 projects with field visits to **Belarus, Kyrgyzstan**, for **World Bank**.
- Team leader, mid-term review of Norway's and Iceland's sector budget support to **Mozambique's** fisheries sector. **Iceland's Ministry for Foreign Affairs, Norad**

#### 2015

- Team leader, evaluation of Norway's support to higher education, research and development (HERD) in Western Balkans 2010-2015. **Bosnia, Serbia, Norway's MFA**

- Team member, impact evaluation of military training facilities in Central Norway (Rena) *Norway's Ministry of Finance*
- Adviser, programme development, Confederation of Norwegian Enterprises (NHO), for capacity building partnerships in **Ethiopia, Kenya, Tanzania and Uganda**. *NHO*.
- Team leader, review of three UN agencies, applying the Multilateral Organisations' Performance Assessment Network (MOPAN) approach. *Norway's MFA*
- Adviser, capacity development strategy for the Research Center (CEIC) of the Catholic University of Angola (UCAN), **Angola, Norwegian Embassy**.

## 2014

- Team leader, impact assessment of **Ghana's** Extractive Industries Transparency Initiative (EITI), looking at local and national results. *GIZ*.
- Team leader, end of program review of *Oil for Development* in **Ghana**, including support to design the next phase. *Norad*.
- Team leader, review of the technical and financial support by the international community for implementation of EITI. *World Bank, EITI Secretariat, Nigeria*.
- Team leader, end of program review of *Oil for Development* in **Uganda**, including support to design the next phase. *Norad*.
- Team leader, review of long-term agricultural research collaboration between agricultural universities in Norway and **Tanzania**. *Norad*.

### Quality Assuror:

- Review of a voluntary repatriation program DRC-Rwanda
- Review of a research program on gender, conflict and violence
- Analysis of funding mechanisms for post-conflict financial support in Colombia

## 2013

- Reprogramming *Building Stronger Universities*, a capacity development collaboration between South and Danish universities. *Danida, Ghana, Nepal, Tanzania, Uganda*.
- Team leader, appraisal of rural development program with particular reference to land rights of poor peasants. *Norad, Mozambique*.
- Team leader, evaluation of capacity development twinning between research institutes in Norway and Palestine. *Norwegian Embassy/Al Ram, Palestine*
- Team leader, mapping study of support to strengthening natural resources management governance. *Desk study/Global, Development Assistance Committee (DAC)*
- Team member, evaluation of Norway's fellowship program for MA/PhD students from developing countries. *Norway's Ministry of Education*.

### Quality Assuror:

- Middle East Investment Initiative, loan guarantee fund, Palestine
- Support to TerrAfrica, a regional sustainable land management body
- Mid-term review of capacity building in the power sector, Mozambique

### Trainer:

- Security sector reform and capacity development in fragile states, *Ministry of Defence*
- Results based management and renewable natural resources. *Norway's Institute of Marine Research and other fisheries-related institutes and directorates*

## 2012

- Team leader, strategic review of the USD 6 billion Afghanistan Reconstruction Trust Fund in light of withdrawal of foreign forces and increase in expected funding through the ARTF. **Afghanistan, World Bank on behalf of contributing donors**
- Team leader, review of Norway's support to International Peace Institute/New York – linked with Norway's role and support to UN activities. **Desk study, Norad**
- Team leader, developing recommendations for the EU on how to improve their support for strengthening the Rule of Law, Fight against Organised Crime, Fight against Corruption throughout the Western Balkans. **Bosnia-Herzegovina, Serbia, EC**
- Governance adviser, petroleum sector program with particular focus on civil society role in strengthening accountability mechanisms and results. **Nigeria, DFID**

### Quality Assuror:

- Study on the role of religious movements regarding women's sexual and health rights
- Statistical analysis of NGO funding in Norway

## 2011

- Team leader, evaluation of Norway's *Oil for Development* program with focus on sector 'good governance' and capacity development results. **Mozambique, Norad**
- Contributing to Norad's Annual Report with focus on Norway's contributions in conflict and fragile situations. Did a dozen cases from around the world. **Norad**
- Team leader, contributing "lessons learned" chapter on implementation of Extractive Industries Transparency Initiative (EITI) in for World Bank handbook. **World Bank**
- Team leader, design a baseline study for tracking changes in bilateral relations between states. **Financial Mechanism Office**
- Review of Critical Urban Areas-program for socio-economic reintegration of marginalized urban areas in Portugal. **Portugal, Financial Mechanism Office**

### Quality Assuror:

- Review of Danida's support to African peace-keeping centres and bodies

## 2010

- Team member, evaluation of the Extractive Industries Transparency Initiative, assessing impact and "fit for purpose", "value for money". **Nigeria, EITI International Secretariat**
- Team member, evaluation of Norway's support to human rights globally, including reviewing global funding patterns last ten years. **Norad.**
- Assessing Norwegian budget support to the Palestinian Authority through the World Bank administered trust fund. **Palestinian territories, Norad.**
- Team leader, evaluation of Norway's support to Democratic Development through the UN 1999-2008, focusing on **fragile states. Mozambique, Norad.**

### Quality Assuror:

- Norwegian support to early warning systems in Central America,
- Policy study on multi-donor trust funds for the World Bank,
- Poverty reduction budget support to Zambia.

## 2009

- Team leader, evaluation of Norway's USD 1.5 billion support to the Western Balkans 1991-2008, focusing on **Bosnia, Kosovo and Serbia. Norad.**
- Team member, assessment of early planning phase of large-scale public investment programs in Norway (methodology-based review). *Norway's Ministry of Finance.*
- Team leader, comprehensive literature review of donor funding for anti-corruption work, review of donor practices. *Norad (lead), Danida, DfID, Sida, Asian Development Bank*
- Team leader, end of program evaluation, USD 500 million Multi-country Demobilization and Reintegration Program, **seven countries in Central Africa. World Bank.**

### Quality Assuror:

- Demining in Sri Lanka
- Baseline study, natural resources in Malawi and Tanzania
- Human trafficking in Mozambique.

## 2008

- Team leader, ten-person team carrying out mid-term evaluation of USD 700 million Multi-donor Fund for Aceh's post-tsunami reconstruction. **Indonesia, World Bank.**
- Team leader six-person team, evaluation of USD 2.4 billion Afghanistan Reconstruction Trust Fund for 27-donor consortium, comprehensive policy, management structure and performance review. **Afghanistan, World Bank.**
- Desk-study of Norwegian Good Governance trust funds in the four multilateral development banks. **Norad.**
- Responsible, preparation of five-year roll-out Strategic Planning and Policy Development program for Bosnian authorities across governments and sectors. **Bosnia, UNDP.**

### Quality Assuror:

- Evaluation of Iraq Multi-donor Trust Funds (IRFFI)
- Evaluation of the Partnership Results from Norway's support to new EU Member States.

### Trainer:

- RBM and project preparation course for staff of Norway's Auditor General's office
- RBM and Security Sector Reform workshop for Ministry of Defense officials from Norway, Denmark, Estonia, Latvia and Lithuania.

## 2007

- Team leader, synthesis study of best practice and innovative approaches to capacity development in low-income African countries. *Norad's Evaluation Department.*
- Team leader, study of funding modalities for support to civil society; field work in six countries for Nordic+ donor group. In collaboration with ODI/UK. *Norad.*
- Review of World Bank, African Development Bank and Asian Development Bank policies to fragile states. *MFA.*
- Study of financing arrangements for reconstruction and development in Somalia. Part of larger multi-donor team. **Kenya. DFID + Norad.**
- Mid-term Review of the UN Development Assistance Framework, **Angola, UNDP.**
- Develop management information/indicator system, water sector. **Mozambique, WBank.**



**Quality Assuror:**

- Study on the causes of breakdown in Timor Leste
- Review of Sudan Multi-donor Trust Funds
- Evaluation of Norway's power sector support
- Review of the structure of Iraq Multi-donor Trust Funds (IRFFI)

**Trainer:**

- Four RBM courses for MFA, Norad staff;
- Four RBM/Security sector reform workshops for Ministry of Defense
- RBM workshop for Norway's partners in Western Balkans

**2006**

- Review of Norway's 2001-2004 support to EU accession countries in Central Europe. **Lithuania, Norway's MFA.**
- Team leader, review of Post-crisis Multi-donor Trust Funds managed by World Bank and UN. **Indonesia, Burundi, Central African Republic, Rwanda, Norad/World Bank.**
- Project coordinator, review of how to improve UN System-World Bank relations in the field based on four country visits by Scanteam. **MFA.**
- Review of Norwegian budget support policies. **Norad.**

**Quality Assuror:**

- Review of Norway's support to Guatemala through UN

**Trainer:**

- Three RBM courses for MFA, Norad staff
- RBM workshop for officials of staff at Financial Mechanism Office in Brussels

**2005**

- Adviser, review of global evaluation on budget support. **Norad.**
- Resource person and facilitator at national anti-corruption seminar. **Mozambique, British Council.**
- Team leader, development of capacity building project for strategic planning and policy development in the public sector. **Bosnia & Herzegovina, UNDP.**
- Team leader, develop new approach to capacity building linked with budget support. **Mozambique, DFID**
- Appraisal of projects and overall Norwegian support in energy sector. **Uganda, Norad.**
- Team leader, assessment of World Bank portfolio's M&E frameworks for better results focus. **Mozambique, World Bank.**
- Assess performance, update indicators for capacity development project in Ministry of Mineral Resources. **Mozambique, World Bank.**

**2004**

- Review of Afghanistan Reconstruction Trust Fund, team leader. **Afghanistan, World Bank** on behalf of donor consortium.
- Review of UNDP's support to development planning. **Bosnia-Herzegovina. UNDP.**
- Review of Norway's funding of UNDP rehabilitation program. **Angola. Norad.**

- Evaluation of World Bank support to public sector Capacity Development in Africa, team leader country studies of **Malawi, Mozambique. Operations Evaluation Department (OED), World Bank.**
- Fiduciary Risk Assessment for joint donor group. **Mozambique. Danish MFA /Danida.**

### 2003

- Team leader, evaluation of Global Landmine Impact survey process, looking at results in eight countries, reporting to global survey working group. Four international, seven local consultants. **Cambodia, Thailand, Yemen. Survey Action Center, Washington DC**
- Team leader, reviewing Norway's assistance to indigenous organizations in **Brazil**. Two international, two local consultants. **Norad.**
- Team leader, preparation of support to Attorney-General's Anti-Corruption Unit, **Mozambique**, with local lawyers and donor working group. **Netherlands Embassy.**

### 2002

- Team leader, evaluating Denmark's Environment Facility, Southeast Asia: USD 250 mill program in five countries with team of seven int'l, 25 local consultants. **Cambodia, Laos, Malaysia, Thailand, Vietnam. Danida.**
- Member of team evaluating World Bank's Comprehensive Development Framework, looking at theme of "Long-Term Holistic Framework". **OED.**
- Member of two-person team producing the background study for the annual Joint Donor Review for consortium of ten donors in **Mozambique. Danida.**
- Facilitated/led workshop developing reporting indicators on Good Governance. **Norad.**
- Co-facilitated/delivered training seminar regarding experiences with budget and sector program support. Sida and Norad staff, Southern and Eastern Africa. **Sida, Norad.**
- Member/quality assurer for Risk Analysis study for DAC task force on improving donor practices. **OECD/DAC Secretariat, Paris.**

### 2001

- Assessed aid co-ordination issues in **Angola**, analyzing UN system role. **UNDP/Angola.**
- Team leader to assess Norad's framework agreement with Agder Research Foundation, provide ideas concerning how such agreements can be developed in the future. **Norad.**
- Analytical study of *Poor Partnerships* – what to do when regimes are either not able or willing to assume leadership/ownership role required by partnership model. **DAC.**
- Presentation of recent work on risk analyses, risk management as key factors behind major problems with large and complex projects, applying new techniques to risk/reward management in the development context. Seminars given to representatives of Like-minded donors in Oslo and to DAC representatives in Paris. **Norad.**
- Analysis of Poverty Reduction Strategy Paper/Process in **Mozambique** for nine donors providing budget support to Mozambique. Background study, with SPM of Stockholm, for Annual Consultation with Government. **EC Delegation in Mozambique.**
- Statistical analysis, general background and one of the three sector studies for evaluation of Norway's development co-operation with **Bangladesh** 1995-2000. **MFA.**



- Team leader, evaluation of technical assistance to earthquake mitigation programme in **Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama**. *Norad*.

## 2000

- Review of Sweden's assistance to the energy sector in **Mozambique**. Own focus was organisational and capacity building dimensions of the collaboration. *Sida*.
- Review of UNDP's extensive support to Ministry of Planning and Finance, **Mozambique**, in light of larger Public Finance Management process and the Ministry's capacity building programme. *UNDP/Mozambique*.
- Assessment of Norad's private sector development programme compared with those of other major donors, focus on basic principles and differences. *Norad*.
- Appraisal of technical assistance from Norway's Water Resources and Energy Directorate (NVE) to **Uganda's** recently established Energy Regulatory Authority, followed by an LFA seminar in Kampala to develop the work programme and priorities. *Norad, NVE*.
- Desk review of experiences of changing focus from project to programme, analyzing four sector programmes. Desk study. *Norad*.
- Team leader, evaluation of Denmark's environmental facility in Southern Africa, with focus on the programming. Fieldwork in **Tanzania and Zimbabwe**. *Danida*.

## 1999

- Team leader, major mid-term review by mixed Norwegian/Bangladeshi team looking at an innovative program of small-project lending through the Agrani Bank Small Enterprise Development Project. **Bangladesh**. *Norway's Embassy in Dhaka*.
- Team leader, review of Norway's investment promotion schemes with investment bankers, financial managers. Visits to **Denmark, Netherlands, Sweden, UK**. Final report was basis for proposals later passed by Parliament. *MFA*.
- Team leader, joint review with Grameen Bank senior staff, looking at poverty reduction impact of Grameen Bank in **Bangladesh** along household, community and national capacity building dimensions, looking at organisational, financial sustainability, noting major achievements and serious long-term challenges for this famous micro-finance institution. *Norway's Embassy in Dhaka and Grameen Bank*.
- Prepared background and discussion documents for international workshop organized by Sweden's MFA on "achieving partnership on the ground". *Sweden's MFA*.
- Review of Comprehensive Development Framework approach to more integrated aid programming in **Tanzania**. *UNDP/Tanzania*.

## 1998

- Prepared background paper for donor consortium in **Mozambique** on improved joint donor programming. *Netherlands, Norway, USAID, UNDP and World Bank*.
- Team leader, evaluation of Norway's development co-operation with **Tanzania** – one of first two such full-country program evaluations for Norway. *MFA*.

- Team leader, four-person team to assist the second three-year Palestinian Development Plan (PDP), based on two shorter visits to the Palestinian territories and as a follow-up to the assistance the previous year to the first PDP. *World Bank*.
- Several studies, **Mozambique**, over a twelve-month period: (i) analysis of Norway's 15-year programme of import support, (ii) team leader, multi-agency review of the support to the health sector, (iii) participant, multi-donor team on the first of what have become annual reviews of macro-economic support. *Norway's Embassy in Maputo*.

### 1997

- Review, Norway's cultural co-operation programme with **Nicaragua**. *Norad*.
- Team leader, support to Palestinian Authority for Palestinian Investment Programme, assisting shift towards three-year rolling PAL Development Plan with tighter integration with Finance, line ministries. Five months' presence in **Palestinian territories**. *Norad*.
- Prepared two papers, co-ordinated the other Scandinavian contributions to World Bank's *World Development Report 1997: The State in a Changing World*. *MFA, World Bank*.