



Erik Holtedahl

Scanteam

Offices: Tollbugata 32, 8th floor, Oslo Centre
 Mail address: P.O. Box 593 Sentrum, 0106 Oslo, Norway
 Tel: +47 2335 7030 - Mobile: (+47) 911 922 23 - Fax: (+47) 23 35 70 39
 E-mail: eh@scanteam.no - Web: www.scanteam.no

KEY QUALIFICATIONS:

More than 20 years of professional experience from governmental and private organisations in the field of international trade, finance, investments, private sector and regional development.

Over 20 years of consulting experience from more than 40 emerging economies and developing countries, including feasibility studies, appraisals, reviews, evaluations and project development. Team leader for many assignments. Sector experience from private sector development, international trade and finance, infrastructure, energy and environment, business education.

Extensive work experience from Russia, Central and Eastern Europe and Central Asia. Lecturer in Russian economy at Finnmark University College from 1994 to 2008.

Nationality	Norwegian
Education	MBA (siviløkonom) from Norwegian School of Economics and Business Administration, Bergen (NHH). Degree in Russian language and literature (storfag) from University of Oslo.
Languages	Norwegian: Mother tongue English: Fluent Russian: Fluent French: Good German: Good
Developing countries and emerging economies work experience	Europe: Belarus, Bosnia-Herzegovina, Croatia, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Portugal, Romania, Russia, Serbia, Slovenia, Slovakia, Turkey, Ukraine. Asia: Armenia, China, Georgia, India, Indonesia, Kazakhstan, Kyrgyzstan, Mongolia, Singapore, Tajikistan, Turkey, United Arab Emirates. America: Jamaica, Mexico Africa: Benin, Ghana, Guinea, Ivory Coast, Kenya, Lesotho, Madagascar, Morocco, Namibia, Nigeria, Senegal, South Africa, Tanzania, Uganda, Zambia

Employment history:	<p>2002-: Scanteam. Senior partner. 2004-2012: Chairman</p> <p>1997-2002: Norwegian Fund for Industrial and Regional Development (SND): Head of division responsible for investments in Russia, Central and Eastern Europe.</p> <p>Member and chairman of the board of Kirkenes Utvikling AS.</p> <p>1989-2002: International Trade Advisers AS and 3E Economics. Private consulting firms.</p> <p>1980-1989: Guarantee Institute for Export Credits. Deputy director general. From 1987 to 1989 Acting director general.</p> <p>1974-1980: Eksportfinans. Regional Director</p> <p>1973-1974: Norwegian Trade Council (Norges Eksportråd). Commercial Attache in Moscow.</p> <p>1972-1973: Norwegian Ministry of Industry. Adviser in the Market Office of the Research Department.</p>
---------------------	---

SELECTED CONSULTANCIES AND ASSIGNMENTS

2015-2016	Review of Norwegian higher education cooperation with Russia. Client: Norwegian Centre for International Cooperation in Education (SiU), Bergen
2014	Evaluation of Barents 2020 – a grant scheme for enhancing knowledge, activities and presence in the High North. High North specialist in a team led by Deloitte. Client: Norwegian Ministry of Foreign Affairs.
2004-2013	Development of small hydro power projects in the Kyrgyz Republic. Client: Norconsult/Ministry of Energy of the Kyrgyz Republic
2013	An audit of Norwegian public claims. Leading specialist in a team headed by Deloitte, Norway. Client: Norwegian Ministry of Foreign Affairs.
2005-2013	Support to the State Forestry Service of the Kyrgyz Republic regarding transfer of productive activities from SFS to the private sector. Client: Norwegian Forestry Group/Kyrgyz State Agency for Environmental Protection and Forestry
2003-2011	Team leader for a project for development of small-scale ecotourism in the mountain areas of Kyrgyzstan. Client: DNT (Norwegian Mountain Touring Association)
2011	Monitoring of a project for establishing a national mapping authority for Romania. Client: Financial Mechanism Office (FMO), Brussels.
2010	Monitoring of Financial Assistance Programme for Cross-border Projects in the Bug Euroregion (Poland, Ukraine and Belarus). Client: FMO, Brussels.
2010	Fact-finding mission related to the development of reindeer husbandry in Nenets Autonomous Area in North West Russia. Client: Association of World Reindeer Herders, Kautokeino.
2010	Monitoring of two funds for regional development in Lithuania. Client: FMO.
2010	Monitoring of a project for establishment of an Innovation Centre in Presov, the Slovak Republic. Client: FMO.

2010	Monitoring of a project for modernisation of the district heating system in Sillamäe, Estonia. Client: FMO.
2009	Monitoring of the Polish Fund for Non-governmental Organisations under the EEA Financial Mechanism and the Norwegian Financial Mechanism. Client: FMO
2008-2009	Group appraisal of applications from Latvia, Slovakia and Hungary for financial support of 20 projects within renewable energy, human resources development, judiciary, regional development and cross border co-operation. Client: FMO
2008	Group appraisal of applications from Poland to FMO for five projects within the regional development and cross border cooperation sectors. Client: FMO
2007-2008	Group appraisal of applications from Poland to Financial Mechanism Office in Brussels for financial support of nine projects in Poland within the regional development and cross border cooperation sectors. Client: FMO
2006-2008	Assistance to Norwegian industrial company in connection with risk assessment and elaboration of business plan and various project documentation regarding the establishment of a subsidiary company in Arkhangelsk, Russia
2007-2008	Review of Norwegian bilateral partnerships in the implementation of the EEA Grants. The task involved site visits to a number of Polish authorities and grant recipients. Client: Ministry of Foreign Affairs, Oslo, Norway
2007-2008	Elaboration of proposal for a financial scheme for maritime entrepreneurs in the White Sea area of the Russian Federation. Client: The Fishery and Aquaculture Industry Research Fund, Norway (FHF).
2006-2009	Participation in corporate development programme for TEKOS (district heating company in Murmansk, Russia). Member of the core team of Sweco
2006-2007	Participation in fact finding mission for identification of co-operation projects between Norway and Tajikistan in the forestry sector. Client: Norwegian Forestry Group, Norway.
2005-2007	Advice to group of Norwegian investors in connection with a large real estate project in Murmansk, Russia. Client: Norwegian group of private investors.
2007	Assistance to private Norwegian mining company in connection with contract negotiations in Russia.
2006	Lecturing and co-ordination of the Norwegian participation in the International investment conference for wood and furniture industry in Almaty, Kazakhstan, in February 2006. Client: Innovation Norway.
2006	Assistance to Norwegian companies in connection with business development and risk assessments and risk mitigation in the energy sector in Russia. Clients: Various Norwegian private and state owned companies
2005	Development of a cluster within the wood-working industry in Eastern Serbia. The project was carried out in co-operation with Serbian governmental and educational institutions and enterprises. Client: Norwegian Forestry Group
2003-2005	Organisation of two seminars on development of small and medium sized enterprises in Kazakhstan and organisation of a visit from Kazakhstan to Norway to study Norwegian methods for supporting entrepreneurship, innovation and regional development. Client: Innovation Norway
2004-2006	Risk assessment and business development assistance in connection with a shipping project in the Russian Far East. Client: Rieber Shipping AS.
2002-2004	Advice in connection with project development and financing of a farming project in Kaliningrad, Russia. The assignment included elaboration of a business plan for an investment company, which was successfully established in January 2004. Client: Russia Baltic Pork Invest AS, Drammen, Norway
2002-	Pre feasibility study for the introduction of sustainable methods for harvesting of

2004	seal in the White Sea, Russia. Client: Norwegian Fishing Vessel Owners` Association.
2002	Fact-finding mission in cooperation with Norconsult, Norway, for identifying co-operation projects in the hydro power sector between Norway, Kazakhstan, Kyrgyzstan and Tajikstan. Client: Ministry of Foreign Affairs, Oslo
2002-2003	Identification and structuring of private sector development projects in Bosnia and Herzegovina. Client: NORAD, Oslo.
2002	Assessment of an investment project in the fisheries sector in Murmansk region, Russia. Client: Fund for Industrial and Regional Development (SND)
2002-2004	Project preparation and elaboration of institutional development program for the rehabilitation of Murmansk District heating system. The project is a part of the Northern Dimension Environmental Partnership (NDEP).. Client: Nordic Investment Bank (NIB), Helsinki
2002	Evaluation of Eurofaculty-Kaliningrad, an international project for developing the faculties of economics and law at Kaliningrad State University, Russia. The evaluation included two visits to Kaliningrad and Denmark. Client: Danish Ministry of Science, Technology and Innovation.
2002	Marketing assistance for an investment project in Murmansk, Russia. Client: Nordic Russian Management Company (NORUM), Helsinki
2002	Assistance to the business community in Kirkenes, Northern Norway, in connection with identifying business opportunities resulting from the restructuring of Pechenga-Nikel metal smelter on the Kola peninsula. The project is intended to reduce the environmental damage from one of the largest polluters in the Arctic region: Client: Kirkenes Næringsshage AS, Kirkenes.
2001	Assistance to Norconsult International, Norway , in connection with negotiations with Bashkorenergo, Ufa, Bashkortostan, Russian Federation, regarding the development of the energy sector in the Republic.
1999	Proposal to the Norwegian Ministry of Foreign Affairs for the establishment of a micro credit scheme for women on the Kola Peninsula, Russia.
1997	Analysis of financial and institutional conditions pertaining to environmental projects in Murmansk and Arkhangelsk counties (North West Russia). Client: Norconsult
1995-1997	Manager of the Murmansk office of Nordic Russian Management Company Ltd. (NORUM) , which managed the regional investment fund for North West Russia established by the European Bank for Reconstruction and Development (EBRD). Approximately two weeks of work per month during 15 months.
1996	Planning and execution of a seminar on restructuring of the Russian fertiliser industry followed by a study tour to Poland, Germany, Holland and Norway for managers of this industry. Client: International Bank for Reconstruction and Development (World Bank)
1996	Team leader for a study on the establishment of new Russian oriented industrial activities in Sør-Varanger municipality, Northern Norway. Client: Norwegian Fund for Industrial and Regional Development (SND).
1996	Evaluation of the potential for developing business co-operation with North West Russia for the north Norwegian mining company Syd-Varanger ASA.
1996	Participation in an official Norwegian delegation to Murmansk, Arkhangelsk and Karelia to prepare a system of regional counter guarantees for Norwegian export credits to Russia. Client: Norwegian Ministry of Foreign Affairs.
1995	Assessment of a project for use of the tailings from the production of AO Pechenga Nikel, Murmansk Region, for industrial purposes. Client: Nordic Environment

	Finance Corporation (NEFCO), Finland.
1995	Assistance to the Norwegian Ministry of Foreign Affairs in connection with a ministerial program for quality control in Norwegian development assistance.
1995	Local inspection of various Norwegian-Russian co-operation projects executed with support from the Norwegian action plan for Eastern Europe. The local inspection constituted a part of the evaluation of the said action plan (Parliamentary White Paper no. 47 (1994-1995) and included visits to a number of project partners in North West Russia. Client: Ministry of Foreign Affairs.
1995	Negotiation assistance to the Norwegian ship-owner Thorvald Klaveness & Co, A/S, Oslo , in connection with contracting of vessels in Russia.
1995	Chairman of two conferences (in St. Petersburg and Oslo) for Norwegian and Russian politicians and businessmen regarding the possibilities for enlarging the co-operation between Norway and Russia in the maritime sector. Client: Norwegian Ship-owners' Association.
1994-1995	Assistance to a Norwegian owned trading company in Murmansk engaged inter alia in export of salt, purchase of hides. 18 weeks of work in Murmansk during one year. Client: Norske Saltkompagni, Bergen, Norway.
1994	Identification and assessment of environmental projects suitable for Nordic participation in the Russian part of the Barents region. Client: Nordic Environment Finance Corporation (NEFCO).
1994	Financial analysis in connection with a feasibility study and project preparation for rehabilitation the hydro power systems on the Daugava river in Latvia. Main contractor for the study: Norplan, Norway. Client: European Bank for Reconstruction and Development, London.
1994	Financial analysis of a modernisation proposal for the Pechenga-Nikel metallurgical works in Murmansk Region. The work was carried out in co-operation with 3 E Economics and the Russian research institute Gipronikel, St. Petersburg. Client: Elkem Technology, Norway.
1992-1993	Evaluation of the status for transfer of Norwegian environmental technology and competence to East and Central Europe, identification of factors which hamper this process, and proposal for action plan. Client: Norwegian Ministry of Environment.
1991-1995	Assistance in connection with planning and execution of trading and industrial projects with various mining companies in Murmansk region. Client: Norwegian industrial company.
1992-1995	Negotiation assistance to Dyno Industrier A.S., Norway , in connection with establishment of explosives production for the Russian mining industry.
1990-1992	Assessment and proposal regarding the establishment of a competence centre for trade and economic co-operation between Norway and North West Russia (Østhandelssenteret, Kirkenes). Client: Ministry of Regional Administration.
1991-1992	Assistance and training in connection with establishment of a new export guarantee institute in Poland (KUKI). Client: International Bank for Reconstruction and Development, Washington.
1991-1992	Assessment of the most important environmental effects of the modernisation project for Pechenga-Nikel works in Murmansk region. The study was carried out in co-operation between Kola Science Centre, Russia, Econo Environmental Technology, Finland. Clients: The Ministries of Environment of Finland, Norway and Russia.
1991-1992	Planning and execution of educational programmes for Norwegian businessmen interested in developing business co-operation with Russia and Russian businessmen engaged in business with Norway. Lectures in connection with the same. Client: Kirkenes Educational Centre, Kirkenes, Norway

