



Erlend Nordby

Scanteam

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KEY QUALIFICATIONS:

- Fifteen years of experience in public sector management, public financial management (PFM) and fiscal decentralization in Norwegian government institutions, in government institutions in developing countries and on specific assignments for a range of multilateral and bilateral clients and NGOs.
- Broad experience with operations and reviews of planning- and budgeting systems, performance based planning and budgeting, criteria-based fiscal transfer systems, government financing of local governments and sector policies and programmes implemented locally, PFM- reform programs and budget support operations. Active use of statistical programming and quantitative budget analysis.
- Extensive expertise with design and implementation of results-based management systems and with organizational and institutional capacity building, encompassing technical assistance on environmental, climate change and public financial management projects and long-term institutional twinning programs in the energy sector and statistics.
- Extensive experience as a team leader and team member in evaluations, reviews and appraisals of projects, programs and trust funds.

NATIONALITY: Norwegian, Born 15.07.1969

LANGUAGES: Norwegian and English fluent.

COUNTRIES OF WORK EXPERIENCE:

Belarus, China, Eritrea, Ethiopia, Indonesia, Mongolia, Malawi, Mozambique, Nepal, Norway, Pakistan, Russia, South Sudan, Sudan, Tajikistan, Tanzania, Uganda and Zambia.

EDUCATION:

2001 MSc (Cand.polit.), Political Science, University of Oslo, Norway

1997 MSc, European Politics and Policy, London School of Economics, UK

1990 International Diploma, Journalism, Darlington College of Technology, UK

OTHER COURSES/TRAINING:

- *Public Expenditure and Financial Accountability (PEFA) Training Course*. 2012 and 2016. PEFA Secretariat, World Bank.
- *Courses in development cooperation policies and management*. 2007. Norwegian Ministry of Foreign Affairs' Foreign Service Institute.
- *Anti-Corruption Training Course* 2006. U4 Anti-Corruption Resource Centre, Bergen.

- *Norwegian Municipal Accounting*. 2005. Norwegian Federation of Local Government Auditors, Oslo
- *Statistical Programming: SPSS and SAS*. 2003.

EMPLOYMENT:

September 2013 to present:

Employer: Scanteam, Oslo
Position: Partner and senior consultant
Duties: Reviews, evaluations and technical support (ref. assignments under selected projects and consulting assignments below).

March 2012 - August 2013:

Employer: Norwegian Agency for Development Cooperation (Norad), Department for Energy and Environment, Section for Clean Energy
Position; Senior Adviser
Duties: Advisory on institutional and organizational capacity building, infrastructure development programs and governance in the energy and environmental sectors.

August 2006 – October 2007 and August 2008 – March 2012:

Employer: Norad, Department for Economic Development and Governance.
Position; Senior Adviser
Duties: Advisory on public financial management, fiscal decentralization, public reforms and institutional cooperation programs and. Tasks included technical advisory, reviews, and coordination in areas of budget support, decentralization reforms, PFM reforms, sector programs and coordination of Norad advisory on the Regional Development Banks programs. Responsibility for Norad's Statistics for Development program, operating in six African and Middle East countries and multilaterally with the OECD /DAC Partnership in Statistics for Development in the 21st Century (PARIS21).

November 2007 – August 2008:

Employer: Norwegian Ministry of Foreign Affairs, Royal Norwegian Embassy Uganda.
Position: Country Economist
Duties: Advisory and grant management on Budget Support Operations, the Public Financial Management Reform Program and financial support to the Office of the Auditor General. Technical support to the Ugandan MOF on the design of the general Budget Support Operation Framework in Uganda implemented from 2008/09 and the Ugandan government's framework for sector budget support to the peace and recovery efforts in Northern Uganda.

March 2002 – August 2006:

Employer: Norwegian Ministry of Local Government and Regional Development, Department of Local Government, Section for Local Government Finance.

Position: Adviser and Senior Executive Officer

Duties: Adviser on the fiscal transfer system to local and regional level governments and the national budget. Tasks included all aspects of grant management, budgeting and revenue redistribution related to the fiscal budget and transfer system for municipal and regional level authorities in Norway, as well as coordination with the Ministry of Finance on the national budget process. Design and assessments of allocation mechanisms for grants to the health, education, agriculture and environmental sectors distributed through the General Purpose Grant System.

SELECTED PROJECTS AND CONSULTING ASSIGNMENTS:

2016 - 2017:

Development Finance Assessment (DFA) Mongolia, UNDP (ongoing)

Team leader. Assessment of main challenges and opportunities for the Government of Mongolia to achieve the Sustainable Development Goals (SDGs) by 2030. Scope of work includes mapping of public and private financial flows and an assessment of how planning and budget structures and GoN policies facilitates achievement of SDGs. The assessment will provide strategic recommendations GoN to development of a strategy with the aim to achieve SDGs.

Guide to Norwegian Aid Administration, Norad

Team leader. Develop a guide to Norwegian aid management. The guide gives details of Norwegian governance structures, aid administration structures, budget structures and monitoring systems. Target groups are evaluators and external staff contracted by Norad and the Norwegian Ministry of Foreign Affairs.

Development Finance Assessment (DFA) Nepal, UNDP

Team leader. Assessment of main challenges and opportunities for the Government of Nepal to achieve the Sustainable Development Goals (SDGs) by 2030. Scope of work includes mapping of public and private financial flows and an assessment of how planning and budget structures and GoN policies facilitates achievement of SDGs. The assessment provide strategic recommendations GoN to development of a strategy with the aim to achieve SDGs.

Review of Performance Based Budgeting System and Climate Change Finance mechanism in Indonesia, UNDP

Team leader. Technical review of international experiences in performance based budgeting reforms and assessments of the progress made in Indonesia's performance budgeting reform process and the implementation of the Climate Mitigation Strategy (RAN-GRK). Recommendations provided on improvements in performance budgeting system and entry points to strengthen integration of Climate Change and Biodiversity strategies in Indonesia's planning and budgeting framework.

Evaluation of the Global Initiative for Fiscal Transparency, GIFT

Team member. Evaluation the Washington based INGO Global Initiative for Fiscal Transparency (GIFT) implementation of strategy and work program for the period 2013-2016. The evaluation covered the OECD DAC criteria relevance, effectiveness, efficiency and sustainability, in addition to specific assessment of organisational and management structures.

Evaluation of Europe and Central Asia Programmatic Trust Fund on Public Finance management, World Bank

Team member. Assessment of relevance, effectiveness and efficiency of the Public Financial Management trust fund that is administered by the World Bank and financed by the Ministry of Finance of the Russian Federation. Field mission to Russia and selected recipient countries.

2014 - 2015:**Mid-term review of “Strengthening the Governance of Climate Change Finance to benefit the poor and vulnerable in South Asia”, UNDP**

Team member, public financial management expert. Mid-term review of the Regional Governance of Climate Change project implemented by UNDP and supported by DFID. At country level the project is implemented in Nepal and Pakistan.

Budget and Financial Management Expert, Strengthening Public Management Program in Nepal, Asian Development Bank

Lead long-term consultant on technical support to the Ministry of Finance and to the Ministry of Federal Affairs and Local Government (MoFALD). Review and assess the effectiveness of the existing MTEF and provide technical support to MoFALD to develop a Medium Term Budget Framework for MoFALD and for Local Authorities. Six months' assignment over a two-year contract period (2013 – 2015).

Organizational Review of World Wildlife Foundation Norway and Plan Norway, Norwegian Agency for Development Cooperation

Team leader. Review of Plan Norway and WWF Norway. Assessment of the organizational structures, the roles and added values, funding streams from Norad through WWF and Plan Country offices to the target groups, analysis of effectiveness and efficiency in selected programs and verification of reported results. Review of project documents and reports, survey design and analysis, work-shops in WWF-N and Plan-N, interviews with key stakeholders in Uganda, at regional offices in Africa, with WWF and Plan HQ's, and with target group representatives at field sites.

Evaluation of grants in the field of Public Financial Management financed by the Governance Partnership Facility (GPF), World Bank

Team member. Thematic evaluation of the performance of GPF funded activities in the field of Public Financial Management, with a particular focus on Window 4.

Design of result management framework, Norwegian Environmental Agency

Team leader. In cooperation with NEA developing a results framework for a second phase of the project “Mainstreaming Biodiversity and Ecosystem Service Values into Policy-making and Biodiversity Governance in China”.

Organizational Assessment of UNDP, UNIDO and UNESCO, Norwegian Ministry of Foreign Affairs

Team member. Desk review and assessment of three selected UN organizations (UNDP, UNICO and UNESCO) following the Multilateral Organization Performance Assessment Network (MOPAN) common approach evaluation methodology.

Analysis of National Budget Reallocation Warrants in Tanzania, DFID

Team member. Follow-up study of the 2013 PEFA assessment, with the aim to strengthen budget credibility. Quantitative analysis of reallocations within and between budget head and budget votes in the national budget, comparing the approved budget to actual expenditures, and qualitative analysis of the Government Regulation of Financial Management in Tanzania. Recommendations to improvements in Budget Regulations and procedures.

Design of a formula based allocation system for the Local Development Fund in River Nile State, Sudan, World Bank

Team leader. Design of a formula based budgeting system with performance indicators, design of database and a Grant manual. To be applied in annual allocations of the Local Development Fund to localities in River Nile State in Sudan.

Evaluation of Oil for Development in Uganda, Norwegian Ministry of Foreign Affairs

Team member in a Scanteam team of two consultants. Evaluation of the Oil for Development program in Uganda, "Strengthening the Management of Oil and Gas Sector in Uganda," (2009-2014). Evaluation of project implementation and results and recommendations on the next phase of the project.

Desk appraisals of two eco-system and biodiversity project proposals from the Norwegian Environmental Agency and environmental institutions in China, Norad

Team leader. Desk appraisals of institutional cooperation projects between the Norwegian Environmental Agency (NEA) and Chinese partner institutions in the projects; (i) Post-earthquake restoration and capacity building on national park framework and water management in Ya'an area, Sichuan, and (ii) Mainstreaming Biodiversity and Ecosystem Service Values into Policy-making and Biodiversity Governance in China.

Mid-term review of Sino-Norwegian project on urban atmospheric multi-pollutants prevention and control in China, Norwegian Ministry of Foreign Affairs

Team leader. Evaluation of project results, effectiveness and efficiency. Providing recommendation on future priorities for cooperation between China and Norway on pollution control.

2013:**Appraisal of Lilongwe University of Agriculture and Natural Resources (Bunda College) Infrastructure Development Project, Norad**

Team leader, Scanteam, international team of three consultants. Assessment of the planned infrastructure development project at Bunda College of Agriculture, Malawi.

Appraisal of mercury reduction project, Norwegian Embassy in China (2013)

Team leader. Desk appraisal of the third phase of the Sino-Norwegian Cooperative Project on Capacity building for Reducing Mercury Pollution (SINOMER III).

Mid-Term Review of Sino-Norwegian Cooperative Project on Capacity building for Reducing Mercury Pollution, phase II, Norad (2013)

Team leader. Mid-term review of environmental capacity building project. Review of project outputs, outcomes and impact, and recommendations on improvements in project design and implementation modalities.

2010 - 2012:**Appraisal of Norwegian support to the second phase of the Financial Management and Accountability Program in Uganda, Norad**

Team leader, Norad team. Assessment of program design, program relevance, risks and sustainability, and recommendations for improvements. Activities performed included analysis of the Program Document compared to international best practices for PFM reform programs, assessment of how Mid-term Review and donor recommendations have been reflected in the program design, and assessment of incorporation of fiscal decentralization strategy aspects in the reform program.

Public Expenditure Review (World Bank), Decentralization, Zambia

Team member, DEGE Consult. Review of the budgeting procedures, intergovernmental fiscal transfer system, the legal framework, PFM performance, funding streams and institutional arrangements related to fiscal decentralization in Zambia. Field visits to selected local governments and key government agencies.

Macro-Economic Model for the Malawi Growth and Development Strategy, Norwegian Embassy to Malawi

Team leader. Assessing the proposal of program design for second phase of the Macro-Economic Model for Malawi project, in particular related to the complexity and applications of the model and coordination between the Ministry of Planning, the Ministry of Finance and the National Bank.

Assessment of the Local Government and Community Development Programme (LGCDP) and the governance portfolio of the Norwegian Embassy in Nepal

Assessment of the LGCDP program design and impacts on local bodies governance and PFM structures. Providing recommendations on Norwegian long-term support to strengthen governance structures in Nepal.

2004 - 2009:**Implementation of Result Based Management in Instituto Nacional de Estatística, Mozambique, Norwegian Embassy to Mozambique (2009)**

Team member, Norad team. Reviewing the management system in INE, presenting main features of result based management in a workshop, and presenting a strategy for implementation of more result based management for INE directors.

Appraisal of the Peace, Recovery and Development Plan for Northern Uganda, Norwegian Embassy to Uganda (2008)

Team member. PETS based assessment of national budget, PFM in local governments in Northern Uganda and the fiscal transfer-and budgeting system, to assess relevance, risks and credibility of the PRDP for Northern Uganda, as well as assessing the risks and opportunities with regard to possible sector budget support. Joint appraisal for the Norwegian, Swedish and Danish Embassies in Uganda.

Assessment of the Local Government Capital Development Grant system Tanzania, Norad (2006)

Review of the new performance based grant system in Tanzania, comparing the system with alternative criteria-and needs based grant systems (the Nordic model), and provide a summary of findings and recommendations to the Norwegian Embassy and the donor group. Field visit to selected local and regional level governments.

White Paper No. 5 (2004-2005) Reversal of Municipal Corporation Tax and Revision of the Revenue Redistribution System, Ministry of Local Government and Regional Development (2006)

Team leader. Modelling and presenting redistribution effects of different alternatives for the implementation of a new corporation tax and revision of the revenue system. Proposal approved by Cabinet and implemented from 2007.

Review of alternative budgeting systems in Norwegian municipalities, Ministry of Local Government and Regional Development and Ministry of Finance (2005)

Team member. Review of the existing budgeting systems in Norwegian municipalities, assessing benefits, costs and requirements of different systems, with particular emphasis on performance based budgeting systems.

Design of distribution criteria for environment and agriculture in the Norwegian General Purpose Grant system for local governments (2005).

Team leader in inter - ministerial work group with Ministry of Local Government, the Ministry of Environment and the Ministry of Agriculture. Allocation mechanism implemented from 2006.