

## Ms. Torun Reite

### Scanteam

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**NATIONALITY:** Norwegian

### KEY QUALIFICATIONS / AREAS OF INTEREST

- Over fifteen years' experience in development cooperation in Norwegian government institutions, Government institutions in developing countries and on specific assignments for a range of multilateral and bilateral clients, primarily in Sub-Saharan Africa and Asia.
- Expert experience in design, strategy development, quality assurance and implementation of governance reforms, Tax reforms and Public Financial Management reforms from a number of developing countries.
- Extensive experience from governance reform implementation in resource rich countries with an emphasis on revenue management and other public expenditure and resource management issues.
- Broad experience in analysis, assessments and evaluations based on a number of internationally recognized frameworks: Public Financial Accountability Assessments (PEFA), Fiduciary Risk Assessment (FRA), and Country Financial Accountability Assessments (CFAA).
- Expert experience on implementation of IT/IS systems, tax administration and revenue collection, personnel management and payroll processing, municipal management and Integrated Financial Management Information systems.
- Experience in country tailoring mechanisms for development management and aid management, with an emphasis on trusted fund arrangements, other pooled funding mechanism, sector and general budget support where designs are adopted to institutional capacity, contextual risks and other factors.

### LANGUAGES

**Norwegian:** Mother tongue

**English:** Fluent; speaking, reading, writing

**Portuguese** Fluent, speaking, reading, writing

**French:** Speaking and reading, some writing

### COUNTRY WORK EXPERIENCE

**Africa:** Angola, Comoros, Democratic Republic of Congo, Gabon, Malawi, Mozambique, Nigeria, Tanzania, Zambia, Rwanda, São Tomé and Príncipe

**Asia & Pacific:** Afghanistan, Bangladesh, Kyrgyzstan and Timor-Leste

**Europe & Middle East:** Norway, Sweden and Palestinian Territories,

## EDUCATION

- 1984-1989 Norwegian School of Economics and Business Administration, Norway  
M.Sc. in Economics and Business Administration
- 2008-2013 University of Oslo, Norway Master of Philosophy in Portuguese  
language/linguistics
- 2014-dd PhD scholar University of Stockholm

## EMPLOYMENT

- 2010-present* Scanteam Analysts and Advisers AS, Oslo, Norway, Partner
- 2008-2010* Mozambican Ministry of Finance, Management adviser in reform unit
- 2005-2008* Norwegian Ministry of Foreign Affairs, Counselor, Embassy in Maputo
- 2002-2005* Norwegian Ministry of Finance, Deputy Director General
- 2001-2002* ErgoDialog, Senior Consultant
- 1998-2001* Norwegian Ministry of Finance, Senior Advisor
- 1996-1998* NORAD, Director, Head of Section, Head of Division
- 1990-1996* Norwegian Ministry of Fisheries, Senior Executive Officer, Advisor

## SELECTED CONSULTING ASSIGNMENTS

2015	<p><u>Cabo Verde: PEFA – ongoing-</u> Client European Commission</p> <p><u>Norway: Open Budget Survey Norway.</u> Client: International Budget Partnership</p>
2015	<p><u>Tanzania:</u> Budget expenditure review in Tanzania. Client: Swedish Institute of Public Management/Swedish Ministry of Foreign Affairs</p>
2015	<p>Cabo Verde: Developing a manual for program based budgeting in Cabo Verde. Client: Afritac/IMF.</p>
2015	<p><u>Mozambique:</u> Strengthening tax compliance in Mozambique. Client: Norad</p> <p><u>Tanzania:</u> Review of capacity development program for developing a fiscal model for the mining, oil and gas subsectors in Tanzania. Client: Norad</p>
2014	<p><u>Tanzania:</u> Budget expenditure review of Energy Sector in Tanzania. Client: Swedish Institute of Public Management/Swedish Ministry of Foreign Affairs</p>
2014	<p><u>Tanzania:</u> Budget analysis: Review of budget reallocations in Tanzania. Client: DfID</p>
2014	<p><u>Tanzania:</u> Domestic Revenue Mobilization in Tanzania Team leader for 6 different assignments: Appraisal of Tax Revenue Appeal Board and Tribunal, End review of support to tax policy in Ministry of Finance, End review and appraisal of support to Extractive Industries Transparency Initiative, Mid-term review of support to strengthened tax compliance for large corporate taxpayers, Appraisal of support to modernization of tax administration in Zanzibar, Strategy for Norwegian support to Domestic Revenue Mobilization. Client: Norwegian embassy in Tanzania</p>
2013	<p><u>Malawi:</u> Setting up a Central Government Delivery Unit in the Office of the President and Cabinet, Malawi Team leader and management advisor to the Principal Secretary on strategies for strengthened accountability and effective delivery, development of a Delivery Unit (Programme and Project Implementation, Monitoring and Evaluation Department) in the OPC/Malawi Government. Client: Mandela Institute for Development Studies and Malawi Government</p>
2013	<p><u>São Tomé and Príncipe, PEFA:</u> Team leader, Client: European Commission</p>
2012	<p><u>Global:</u> Evaluation of Norway's Oil for Development programme, Team member, emphasis on good governance of the petroleum sector and revenue and fund management and Timor-Leste. Client: Norad.</p>

	<u>St Vincent and the Grenadines: PEFA</u> , Team member, focus on tax revenue, tax and customs administration, cash management and donor practices.
	<u>Strategic review of the USD 6 billion Afghanistan Reconstruction Trust Fund</u> , Team member. Strategic advice in light of withdrawal of foreign forces and increase in expected funding through the ARTF. Afghanistan. Client: World Bank on behalf of contributing donors.
2011	<u>Global and Gabon</u> ; Impact evaluation of the Extractive Industries' Transparency Initiative. Documentation, analysis and assessment of the results of EITI's activities, in part by reviewing trends to a set of societal impact indicators at country level in the more than 30 EITI implementation countries with an economically important mining, oil and gas sector. The evaluation also included an institutional and organizational review and assessment of the fitness for purpose of the multi-stakeholder governance of EITI. There were three country cases: Mongolia, Nigeria and Gabon. Client: International EITI Board and Secretariat. Position: Team leader.
	<u>Rwanda</u> Quality Assurance and advice on implementation of a Government Integrated Government Financial Management Information System (IFMIS) in whole of government at central and sub-national levels. The IFMIS included payroll processing. Contract period: March to September:
	<u>Bangladesh</u> : Design of SWAp management mechanism based on fiduciary risk assessment. The objectives of the assignment were to support the Ministry of Health and the development partners to: Assess options for future aid modality based on fiduciary risk and other relevant institutional aspects. Recommendations on an institutional framework for future support to the health sector, including aid architecture. Client: DFID.
	<u>Mozambique</u> : Quality assurance of the Implementation of an Integrated Municipal Financial Management System (SGM) in Mozambican Municipalities. Assessment of the preparedness and readiness of the municipality and the user groups The elements include: IT infrastructure, understanding of what the implementation of an IT-based tool for FM will entail IT operations-staff with adequate skills in place, other conditions. Assessing Quality of service provision from provider of services on roll-out and training, including approaches adopted documentation and planned transition from implementation to operational phase. Assessing the institutional/organizational capacity for actively applying the available functionality (SGM) to strengthen municipal management. Client: NIRAS-Denmark. Position team leader.
	<u>Kyrgyzstan</u> : Aid modality and fiduciary risk assessment of Health Sector Support. The objectives of the assignment are to support the Ministry of Health and the development partners assess options for future aid modality based on fiduciary risk and other relevant institutional aspects. The assessment includes institutional/organizational capacity and capacity building needs. Identify fiduciary risk (risk of conflict of interest, corruption, embezzlement) and propose safeguard measures for the National Health Service system, including service provision at central and sub-national

	<p>levels, including urban health (municipalities). Recommend an institutional framework for future support to the health sector, including aid architecture. Client: Swiss Development Cooperation.</p>
2010	<p><u>Democratic Republic of Congo:</u> Input for design of Reduction of Deforestation and Degradation (REDD) fund in Democratic Republic of Congo. The primary purpose of the consultancy was to contribute relevant PFM experiences into the design process of the REDD+ financial mechanism in DRC. The secondary purpose was to advice the Embassy and the Norwegian Forest and Climate initiative on further follow up of an engagement in the design process of the REDD+ financial mechanism in DRC with a focus on handling the corruption risk. : Norad, 10 working days. Team Leader (one-person-team). Presentation of options in the design of a fund for financing REDD activities, taking into account the need for participation of relevant community representatives and representatives of the indigenous population. Client: Norad.</p>
	<p><u>Palestine Territories:</u> Review of Norwegian budget support to Palestine with a general purpose of assessing the performance of the existing funding mechanism against the objective of (i) contributing to a Palestinian state and (ii) the specific objective of providing support for implementing the Palestinian Authority's policy agenda 2008-2010. The review included an assessment of the ongoing relevance of the budget support provided through the Trust Fund (PRDP-TF) and its objectives to the priorities and policies of the PA and Norway. Analysis of expected and agreed objectives of the PRDP-TF against Norway's overall objectives for contributing development aid to the PA. Furthermore the assignment included an evaluation based on DAC criteria: Effectiveness, Efficiency, Impact and Institutional sustainability. Client: NORAD.</p>
	<p><u>Zambia:</u> Fiduciary Risk Assessment of General Budget Support to Zambia based on DFID guidelines. The objective of the assignment is to inform the decision on future (from 2011 onwards) poverty reducing budget support in Zambia. The FRA is an input in an overall joint donor appraisal of the prospects for providing future poverty reducing budget support (PRBS) to Zambia. For report see: <a href="http://www.scanteam.no">www.scanteam.no</a> The FRA based on DFID guidelines cover broad political and economic governance, corruption in addition to public financial management systems at national and sub-national levels. The FRA included an assessment of the effectiveness of service provision at all levels, national and sub-national. ©Client: NORAD, on behalf of General Budget Support (GBS) donor group consisting of Norway, UK (DFID), Netherlands, Sweden and Finland.</p>
	<p><u>Mozambique:</u> Development of a strategy for implementation of eTAX in the tax administration in Mozambique. The scope of work included an assessment of tax administration and revenue collection network (Rede de Cobrança) at all levels, Customs, Tax revenue at central, provincial, district and municipal level. As Mozambique is in the process of fiscal decentralization the new taxes to be collected at municipal level, and the pace of putting the</p>

	<p>reform into place where part of the technical discussions of the process. Co-manager of the e-Tax project responsible for mentoring the national manager for e-Tax, doing on the job training on complex program management and reform management, and applying good practices and tools such as PRINCE. Client: Mozambican Ministry of Finance.</p>
	<p><u>Rwanda</u>: Quality Assurance and advice on IFMIS implementation of a Government Integrated Government Financial Management Information System (IFMIS). Contract period 2 years. Client: Rwanda Ministry of Planning and Finance.</p>
2009	<p><u>Malawi</u>: The Ministry of Finance in collaboration with the General Budget Support donors requested an assessment of the Institutional setup of the Budget Support mechanism in Malawi with a view towards revisiting the Joint Assessment Framework and the Memorandum of Understanding for General Budget Support and possibly creating a secretariat to strengthen the administrative capacity and the capacity for joint analytical work. The assessment was carried out making reference to good practices from relevant countries in the region. Client: NORAD.</p>
	<p><u>Mozambique</u>: Institutional/Organizational review of the reform unit in the Ministry of Finance (UTRAFE) and design of new organization, draft of ministerial decree for reorganizing the UTRAFE unit (this reform process is now under implementation) and creating of new autonomous institutions - CEDSIF – is under implementation. Member of reference group for the Public Financial Management Vision Paper and responsible for the elaboration of the Strategy 2010-2012 for the government –wide PFM reforms in Mozambique setting the priorities for the PFM reform. Client: Mozambican Ministry of Finance.</p>