



Mr. Erik Whist

Scanteam

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NATIONALITY: Norwegian

KEY QUALIFICATIONS:

- Broad experience from Norwegian public administration at central and local levels in several ministries, including Environment, where he was Chief of Division.
- Since 1983 worked on development issues in more than 50 countries: policy analyses, feasibility studies, project design, appraisals, monitoring and supervision, reviews and evaluations, including team leader for many large assignments. Sector experience in environment and natural resources; physical infrastructure; social sectors; urban, regional and rural community development. Has worked on institutional development and public administration as well as development of civil society organizations. He has worked for various bilateral and multilateral donors, for NGOs as well as for a large number of Norwegian ministries and public institutions.
- Planned and facilitated more than 50 workshops on strategy development and project planning.
- Certified for PRINCE2 Project Management

See page 2 for overview of consultancies and assignments by areas and sectors.

LANGUAGES:

Norwegian: Mother tongue
English: Fluent
Spanish: Fluent
French: Very good
German: Good
Russian: Conversational knowledge
Italian: Conversational knowledge

COUNTRY WORK EXPERIENCE:

Africa: Angola, Botswana, Burkina Faso, Cape Verde, Comoros, Democratic Republic of Congo, Equatorial Guinea, Ethiopia, The Gambia, Kenya, Madagascar, Mali, Malawi, Mauritania, Mozambique, Namibia, Niger, Senegal, Somalia, Tanzania, Zambia, Zimbabwe.

Asia: Bangladesh, India, Laos, Sri Lanka, Vietnam.

Europe: Norway, Poland, Portugal, Slovakia, Croatia, Serbia

Former Soviet Union: Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Russia, Tajikistan, Ukraine, Uzbekistan,

Latin America: Bolivia, Brazil, Costa Rica, Ecuador, Guatemala, Honduras, Nicaragua, Peru..

Middle East: Palestine, Iraq

EDUCATION:

- 1983** Nordic Institute for Social Planning (NORDPLAN). Two years monthly Ph.D. course in urban and regional planning and in theory of science.
- 1973** M.A., Political science/Public Administration , University of Oslo.
- 1973** Lower degree, Public Law, University of Oslo.
- 1966** One year course, Business Administration, Oslo Business College.

CONSULTANCIES AND ASSIGNMENTS BY AREAS AND SECTORS

- I. Policy Analyses, Studies (page 4)
- II. Feasibility Studies, Planning, Design, Appraisals (page 4)
- III. Pre-decision Quality Assurance of large public investment projects (page 7)
- IV. Project Management and Supervision (page 7)
- V. Reviews, Evaluations (page 7)
- VI. Capacity Building, Institutional and Organizational Development (page 11)
- VII. Facilitation of workshops and Organizational Services (page 12)
- VIII. Environment, Natural Resources Management, Agriculture (page 13)
- IX. Social Sectors (page 16)
- X. Physical Infrastructure (i.a. energy, roads, construction) (page 17)
- XI. Urban, Regional Development (page 17)
- XII. Rural, Community Development (page 18)
- XIII. Good Governance, Public Administration (page 19)
- XIV. Civil Society, Human Rights (page 19)
- XV. Indigenous Populations, Cultural Heritage (page 20)

EMPLOYMENT

2015 to present

Employer Scanteam, Oslo Norway

Position Senior partner

Duties Senior consultant

2013 to 2015

Employer Metier, Oslo Norway

Position Director evaluations

Duties Quality Assurance and evaluations of large public investment projects

1988 to 2013

Employer Scanteam, Oslo Norway

Position Senior partner

Duties Senior consultant

1988 (January – July)

Employer Norwegian Ministry of Development Cooperation.

Position Special Adviser on environmental protection and natural resource management

Duties Strengthening of environmental protection and natural resource management in Norwegian development assistance. Follow-up activities of the World Commission on Environment and Development in development assistance

1985 - 1988

Employer United Nations Capital Development Fund (UNCDF).

Position Country Officer

Duties In charge of programmes in Mauritania, Senegal, The Gambia, Cap Verde, Sierra Leone and Angola. Tasks and responsibilities included country programming, project identification, formulation and monitoring of implementation and evaluation

1983 - 1985

Position Independent consultant

1980 - 1983

Employer Norwegian Ministry of Environment.

Position Head of Urban Studies Division

Duties Development Plan for Greater Oslo Region, including strategic physical planning and financial negotiations between central and local government. Appraisal of urban master plans. Represented Ministry on Nordic and OECD committees on urban development

1978 - 1980

Employer Norwegian Ministry of Environment.

Position Chief of Division

Duties Coordination within ministry. Organizational and administrative development of ministry and affiliated agencies. Responsible for White Paper to Parliament on local administration of environmental protection, nature conservation and physical planning

1976 - 1978

Employer Norwegian Ministry of Labour and Local Affairs.

Position Senior Executive Officer.

Duties Responsible for White Paper to Parliament on localization of public employment as a means for regional development.

1974 - 1976

Employer United Nations, DTCD.

Position Associate Expert on Regional Planning.

Duties Institutional and financial studies for regional planning at national and regional level, Ecuador.

1971 - 1974

Employer Regional Planning Council for Oslo and Akershus.

Position Project coordinator

Duties Preparation of regional development plan for Oslo region. Appraisal of municipal master plans. Population and employment statistics.

CONSULTANCY ASSIGNMENT

For each assignment it is indicated whether I was Team Leader or Team Member. The other assignments were carried out by me alone. (Some assignments are listed more than once).

I. Policy Analyses, Studies

- 1 Preparation and Reporting from Workshop on Impact of Regional Policies in Northern Norway. Client: Ministry for Municipal Affairs and Regional Development. 2000: 2 weeks
- 2 Study on Regional Impacts of Government Policies in different Sectors – Establishment of database, Norway: Project leader. Client: Ministry for Municipal Affairs and Regional Development. 2000: 9 months
- 3 Secretary to Highlevel Committee on the Cooperation between Central Government Institutions and Local Authorities in Regional Planning. Norway: Client: Ministry of Environment. 1995: 4 months.
- 4 Strategy for Norwegian Development Assistance to Nicaragua. Coordinator of study. Client: Norwegian Ministry of Foreign Affairs. 1992: 3 months
- 5 Secretary to the Highlevel Interministerial Committee on the Relationship between National and Regional Planning, Norway: Client: Norwegian Ministry of Environment. 1992: 4 months
- 6 Assessment of Administrative Support Fees to NGOs on NORAD financed projects. Client: NORAD 1992: 1 month

II. Feasibility Studies, Planning, Design, Appraisals

1. Quality Assurance of design, budget and implementation organization for the Program to renew the Norwegian submarine fleet, Norway. Member of quality assurance team. Client: Norwegian Ministry of Defence and Ministry of Finance. 2013: 2 months
2. Quality Assurance of design, budget and implementation organization for the project to develop Joint Strike Missiles for the Lockheed Martin F-35 Joint Strike Fighter airplane, Norway. Team leader. Client: Norwegian Ministry of Defence and Ministry of Finance. 2013: 10 months

3. Assistance to the preparation of an institutional capacity building program between Swedish Energy Agency and National Agency of Ukraine on Efficient use of Energy Resources, Ukraine. Client: Swedish Energy Agency. 2010. 1 month
4. Appraisal of request for financial support to the development program Ecosystem Management for improved Human Well-being in the Lake Faguibine System: conflict mitigation and adaptation to climate change, Mali. Client: Norad. 2010 1 month
5. Support to the preparation of the Iraq Poverty Reduction Strategy. Several workshops for the High Committee in charge of the preparation of the Strategy, where Logical Framework Approach methods are applied. Client: The World Bank. 2009. 8 weeks.
6. Appraisal of a new programme on climate change impacts and mitigation in Tanzania, Norad, 2008. 5 weeks, Team leader
7. Assessment of the Amazon Fund and the Brazilian Economic and Social Development Bank as the implementing agency for the Fund, Brazil, Norad, 2 weeks. 2008. Team member.
8. Appraisal of Tanzania New Natural Resources Programme, Norad. 2007. Team Leader, 8 weeks
9. Appraisal of Norwegian Support to Fifamanor (Center for rural development and agricultural research), Madagascar. Client: Norad. 2006. Team Leader
10. Assistance to Angola Ministry of Petroleum to finalize project document phase II – technical support to the Petroleum Sector in Angola. Client: Norad. 2 weeks. 2006
11. Zambia, Appraisal of Institutional Development Project of Zambia Wildlife Authority. Team Leader. Client: Norad. 2005, 4 weeks
12. Zambia, Appraisal project proposals on Kafue National Park. Team Leader Client: NORAD. 2004, 4 weeks
13. Zambia, Appraisal project proposal on South Luangwa National Park. Team Leader Client: NORAD. 2004, 4 weeks
14. Project Planning Workshop for Social Protection Project. Croatia Client: The World Bank. 2 weeks.
15. Project Planning Workshop for Health Care Project. Uzbekistan, Client: The World Bank. 2 weeks.
16. Project Planning Workshops for Central Asia HIV/AIDS and TB projects and preparation of project document. Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan Client: The World Bank. 2 months
17. Institutional Feasibility Study Murmansk District Heating Rehabilitation Project, Russia, Client: Nordic Investment Bank, 2003, 2 months. Team member
18. Project design workshops, Slovakia, Social Development Fund. Client: The World Bank, 2003, 3 weeks.
19. Project planning, design and workshops, Moldova Social Investment Fund. Client: The World Bank, 2003 1 month
20. Pre-feasibility study Murmansk District Heating Rehabilitation, Russia Team leader. Client: Nordic Investment Bank, 2002-2003, 2 months
21. Design of the sustainable regional tourism program for the Mundo Maya Organization. Consultant on planning and coordination of feasibility study, Guatemala, Mexico, Belize, Honduras, El Salvador. Client: Inter American Development Bank, 2002, 2 months. Team member.
22. Pre-feasibility study of Norwegian Center for Environmental Research, Norway. Client: Norwegian Building Research Institute, 2001: 1 month. Team member.
23. Assistance on Strategic Planning. Client: Nordic World Heritage Office, Norway: 1999: 1 week

24. Assistance on Strategic Planning for International Development Assistance, Norway. Client: Institute for Cultural Heritage Research, 1998: 2 weeks
25. Formulation of Sector Program Development for Environment Sector, Bolivia. Client: DANIDA. 1998: 2 months
26. Project Formulation Post-Disaster Integrated Rural Development For Vavuniya District, Sri Lanka. Team Leader. Client: NORAD. 1996: 1 month
27. Design of Project for Preparation of National Environmental Action Plan (NEAP). Equatorial Guinea: Client: UNDP. 1996: 1 month
28. Feasibility study of Peten Sustainable Development Program for Guatemala. Team leader. Client: Inter-American Development Bank. 1995: 3 months.
29. Institutional and Human Resources Development in the North-East Province, Sri Lanka. Team leader. Client: NORAD. 1995: 3 months
30. Environmental Support Program. Technical assistance to the formulation of program components, Malawi. Client: The World Bank. 1995: 2 weeks.
31. Preparation of National Programme of Agroforestry, Burkina Faso: Team leader. Client: United Nations Sudano-Sahelian Office (UNSO). 1994: 1 month
32. Preparation of National Environmental Action Plan, Malawi. Project Manager/Chief Technical Advisor. Client: The World Bank. 1993: 4 months
33. Future Development Perspectives for the Central Region of Norway. Client: Norwegian Ministry of Environment. 1992: 1 month. Team member.
34. Evaluation of bids for "Preparation of Structure Plan, Master Plan and Detailed Area Plan for Dhaka and Chittagong, Bangladesh. Member of committee. Client: United Nations Center for Human Settlements - HABITAT. 1991: 2 weeks.
35. Appraisal of loan applications for one hotel project and one buss company project, The Gambia. Client: NORAD. 1991: 1 month. Team member.
36. Environmental Assessment of district development projects and cotton production, Mozambique. Team leader. Client: The World Bank. 1990: 3 months.
37. Formulation of Environmental Strategy for Norwegian Development Assistance to Bangladesh. Team leader. Client: NORAD. 1990: 5 weeks
38. Assessment of the possible role of the Norwegian Directorate for Nature Management in development assistance, Norway. Client: NORAD. 1990: 3 weeks
39. Feasibility study on Training Center for Graphic Arts, Nicaragua: Team leader. Client: Norwegian People's Aid. 1990: 4 weeks
40. Evaluation and formulation of new phase of project "Wind Energy for Electrification", Cape Verde. Client: United Nations Sudano-Sahelian Office (UNSO). 1989: 4 weeks. Team member.
41. Reconnaissance Mission, United Nations Development Programme - UNDP - Management Development Programme. Mauritania 1989: 2 weeks. Team leader.
42. Feasibility study on Center for Sustainable Development, Rogaland, Norway. Client: Rogaland Research Institute. 1989: 4 weeks. Team member.
43. Pre-feasibility study of indigenous community center, Canar, Ecuador. Client: Norwegian Pople's Aid. 1985: 1 month
44. Possibilities and perspectives for development assistance, Nicaragua, Honduras: Client: Norwegian Save the Children 1984: 1 month
45. Land use planning and natural resource management of watershed regions, Nicaragua. Chief Technical Advisor. Client: Nicaragua Institute for Natural Resources and Environment (IRENA) 1984: 7 months
46. Galapagos Islands Development Plan, Physical planning and environmental protection, Ecuador. Client: United Nations Centre for Human Settlements - HABITAT. 1983: 2 months. Team member.

47. Pre-feasibility study of Moneragala District Development Programme, Sri Lanka. Team leader. NORAD. 1982: 2 months
48. Pre-feasibility study of Hambantota Integrated Rural Development Programme, Sri Lanka. NORAD. 1978: 1 month. Team member.

III Pre-decision Quality Assurance of large public investment projects (In accordance with Norwegian Ministry of Finance procedures)

1. Quality Assurance of design, budget and implementation organization for the Program to renew the Norwegian submarine fleet, Norway. Member of quality assurance team. Client: Norwegian Ministry of Defence and Ministry of Finance. 2013: 2 months
2. Quality Assurance of design, budget and implementation organization for the project to develop Joint Strike Missiles for the Lockheed Martin F-35 Joint Strike Fighter airplane, Norway. Team leader. Client: Norwegian Ministry of Defence and Ministry of Finance. 2013: 10 months
3. Review of early phase of 23 major public infrastructure projects in Norway. Client: Norwegian University of Science and Technology / Norwegian Ministry of Finance. 1 year

IV. Project Management and Supervision

1. Monitoring of the Fund for Non-governmental Organizations for Environmental protection and sustainable development under the EEA Financial Mechanism, Poland. Client: EEA Grants. 2011. 3 weeks
2. Monitoring of the project Managing effects of global climate on estuarine biodiversity and productivity, Portugal Client: EEA Grants. 2010 2 weeks
3. Mid-Term Review Moldova Social Investment Fund. Client: The World Bank, two weeks. 2007
4. Management and institutional development for Comoros Community Development Fund. The World Bank. 2005: 1 month
5. Supervision Mission Moldova Social Investment Fund. The World Bank 2005: 1 month
6. Technical Review and Audit of Morocco Social Development Fund. The World Bank. 2005: 1 month
7. Preparation of forms and guidelines for planning and reporting. Norwegian Save the Children. 2005: Two weeks
8. Monitoring of environmental guidelines and stakeholder participation for Moldova Social Investment Fund. The World Bank. 2003 - 2004. 2 months

V. Reviews, Evaluations

1. Review of the Norwegian Cooperation Programme in Higher Education with Russia 2011 – 2016. Team leader Client: Norwegian Centre for International Cooperation in Education 2016. 2 months
2. Evaluation of the new shooting range training area in southern Norway for the Norwegian army. Client: Norwegian University of Science and Technology / Norwegian Ministry of Finance. 2015. 3 months

3. Evaluation of the project to establish Svalbard Research Center. Team leader. Client: Norwegian University of Science and Technology / Norwegian Ministry of Finance. 2014. 3 months.
4. Organizational review of the Norwegian Helsinki committee and Human Rights House Foundation, Norway Client: Norwegian Ministry of Foreign Affairs
5. Evaluation of the Implementation of the project to establish the new shooting range training area in southern Norway for the Norwegian army. Team leader. Client: The Norwegian Defence Estate Service. 2012. Norway 3 months
6. Evaluation of Procurement of coastal corvettes for the Norwegian navy, Norway. Client: Norwegian Ministry of Finance. 3 months
7. Evaluation of large public investment projects – cases New Opera House and Bjørvika Urban Development Project, Oslo. Client: Norwegian University of Science and Technology / Norwegian Ministry of Finance. 2011. 3 months.
8. Design and coordination of ILO's impact study of IFAD-funded programmes for promotion of decent work and productive employment for young people in rural areas in Egypt, Madagascar, Nepal, Nicaragua and Senegal. Client: ILO. 2011. 3 months.
9. Review of the Fund for Non-governmental Organizations for Environmental protection and sustainable development under the EEA Financial Mechanism, Poland. Client: EEA Grants. 2011. 3 weeks
10. Review of the project Managing effects of global climate on estuarine biodiversity and productivity, Portugal Client: EEA Grants. 2010 2 weeks
11. Review of early phase of 23 major public infrastructure projects in Norway. Client: Norwegian University of Science and Technology / Norwegian Ministry of Finance. 2009 – 2010. 1 ½ year.
12. Review of the Norwegian Mission of Rule of Law Advisers to Moldova and Georgia. Client: Norad. 2009. 6 weeks
13. Evaluation of Community Development Slum Project in Guayaquil, Ecuador, Team leader. 2009. Client: Norwegian Mission Alliance 6 weeks
14. Review Regional Community Based Natural Resources Management Capacity Building Programme in Southern Africa, Norad, Team leader 6 weeks, 2008
15. Midterm review of Programme to support South Luangwa National Park Management Unit, Zambia, Norwegian Embassy Lusaka, Team Leader, 5 weeks, 2008
16. Review of results of Norwegian support to good governance in Nepal – desk study, Norad, 3 weeks. Team member. 2008
17. Review of Norwegian Bilateral Partnerships in the Implementation of EEA Financial Mechanisms, Norwegian Ministry of Foreign Affairs, Team Leader, 8 weeks, 2007
18. Preparation of outline and methods for monitoring and different types of evaluations of the Groruddalen Development Project, Oslo Municipality, Norway, four weeks.
19. Organizational Review of Norwegian Rainforest Foundation. Team Leader. Client: Norad, six weeks 2007
20. Mid Term Review Moldova Social Investment Fund. Client: The World Bank, two weeks 2007
21. Study of Trends, Impact and Effectiveness of Different Models for Supporting Civil Society at Country-level, Team Leader Country Study Ethiopia. Client: Norad, 5 weeks 2007
22. Evaluation of ILO Capacity Building for Employers' Organization on Productivity and Competitiveness, Senegal and Mauritania. Client: ILO, 4 weeks. Team member.
23. Evaluation of Nordic World Heritage Office (NWHF), Norway Client: NWHF, 4 weeks. 2007. Team member.

24. Midterm Review Kafue National Park Project, Zambia. Client: Norad. 8 weeks. Team Leader. 2007
25. Review of Norwegian development assistance to urban development. Client: Norwegian Ministry of Foreign Affairs. 2006. Team leader.
26. Review of Norwegian assistance to Guatemala channeled through UNDP. Client: Norad. 2006. Team leader.
27. Evaluation of Norwegian Plan of Action Plan for Candidate Countries to the European Union. Client: Norwegian Ministry of Foreign Affairs. 2006 Team leader.
28. Evaluation of Community Development Slum Project in Guayaquil, Ecuador. Client: Norwegian Mission Alliance. 2006 Team leader.
29. Review of organizational structure of Norwegian Mission Alliance projects in Guayaquil, Ecuador. Team leader. Client: Norwegian Mission Alliance, 2005, 2 weeks
30. Evaluation of Capacities and partnerships of local governance actors in Moldova Team Leader Client:UNDP. 2005
31. Evaluation of Integrated Development Interandean Valleys – Cumbaya, Bolivia. Team Leader Client: Norwegian Mission Alliance. 2004 1 month
32. Thematic Evaluation of Integrated Projects. Client: Norwegian Interdenominational Office for Development Cooperation. 2004 1 month. Team Leader.
33. Evaluation of Conservation and Sustainable use of Grassland project, Slovakia. Client: Global Environmental Facility – The world Bank, 2003, 3 weeks. Team member.
34. Evaluation of the Norwegian Technical Cooperation Trust Fund for Consulting Services with the Inter-American Development Bank Client: NORAD. 2003, 2 months
35. Review of Norwegian NGOs’ information activities on peace and development. Client: Norwegian Ministry of Foreign Affairs. 2003, 2 months. Team member.
36. Evaluation of Global Resource Information Database – UNEP/GRID Arendal, Norway, Team leader, 2002, 1 month
37. Evaluation of “Appui Coopératif et Associatif aux Initiatives de Développement à la base – ACOPAM”. Senegal, Mauritania, Niger, Mali, Burkina Faso. Client: Norwegian Ministry of Foreign Affairs. Team leader. 2002, 3 months
38. Review Anti-Corruption Bureau, Malawi. Client: NORAD. 2001: 2 weeks. Team leader.
39. Evaluation of Planning and Construction of New National University Hospital, Norway. Team leader. Client: Ministry of Labor and Administration, 2001:10 months
40. Evaluation of Nordic World Heritage Office, Norway. Secretary for evaluation committee. Client: Nordic World Heritage Office. 2000: 2,5 months.
41. Evaluation of the Planning and Construction of the Oslo Airport and the High Speed Access Train, Norway Secretary to the Cabinet appointed Committee. Client: Ministry of Communication and Transport. 1998 – 99: 10 months
42. Evaluation of the Norwegian Program for Indigenous People - Assessment of Norwegian administration of the Program. Client: Norwegian Ministry of Foreign Affairs. 1998: 1 month
43. Review and Appraisal “Physical Planning and Institutional Building Project”, Palestine. NORAD. 1997: 1 month. Team member.
44. Evaluation of Medical Rehabilitation Program, Nordland County, Norway. Client: Ministry of Health. 1997: 4 months. Team member.
45. Evaluation of Planning Process for the New Oslo Airport. Norway. Client: Ministry of Environment. 1997: 1 month. Team member.

46. Assessment of Norwegian Support to World Bank Environmental Activities in Sub-Saharan Africa. Client: Norwegian Ministry of Foreign Affairs. 1996: 1 month
47. Study on Impact of Training of Advisors on Institutional Development in Four Selected Organizations, Nicaragua: Team Leader. Client: NORAD, 1996: 1 month
48. Evaluation of Oslo Inner City Environmental Action Program, Norway: Team Leader. Client: Oslo City Council 1996: 3 months
49. Evaluation of Global Resource Information Database GRID-Arendal, Norway: Team member. 1995: 2 weeks.
50. Evaluation of the Norwegian Cooperation Programme with Eastern Europe. Client: Norwegian Ministry of Foreign Affairs, 1994: 3 months
51. Evaluation of Training Program in Cleaner Technology in Manufacturing Industry, Poland:. Client: Norwegian State Pollution Control Authority. 1993: 4 weeks.
52. Assessment of Network for the Environment and Sustainable Development in Africa – NESDA, Ivory Coast:. Client: Norwegian Ministry of Foreign Affairs. 1993: 2 weeks.
53. Review of Environmental Issues in Poland. Client: Norwegian Ministry of Environment. 1993: 1 month
54. Review of Environmental Issues in Czechoslovakia. Client: Norwegian Ministry of Environment. 1992: 1 month
55. Evaluation of "Support to the National Committee on Desertification", Burkina Faso: Team leader. Client: United Nations Sudano-Sahelian Office (UNSO). 1992: 1 month
56. Evaluation of the Special Grant for Environment and Development, including case studies of Tanzania, Zambia, Botswana and Sri Lanka. Coordinator of study. Client: Ministry of Foreign Affairs. 1991: 6 months
57. Review of Bangladesh Telecommunications Project. Client: NORAD. 1991: 1 month. Team member.
58. Assessment of United Nations Sudano-Sahelian Office. Client: Norwegian Ministry of Foreign Affairs. 1990: 3 weeks
59. Evaluation of Pollution Control Research Institute, Hardwar, India. Team leader. Client: United Nations Development Programme (UNDP). 1990: 3 weeks
60. Review of the Integrated Rural Development Programme, Northern Province, Zambia. Client: NORAD. 1990: 5 weeks. Team member.
61. Review of Development Assistance for Environmental Protection and Natural Resource Management in Central America. Client: Norwegian Ministry for Development Cooperation. 1989: 3 weeks
62. Review of "ACOPAM - Cooperative Support to World Food Programme Assisted Development Activities in the Sudano-Sahelian Zone". Client: International Labour Office - ILO. 1989: 1 month. Team member.
63. Case study of United Nations development assistance to Bolivia and Ecuador. Client: The Nordic UN Project/Swedish International Development Agency. 1989: 2 months.
64. Project Review and Tripartite Meeting on United Nations Sudano-Sahelian Office (UNSO) project "Programme to combat desertification", Cape Verde:. Norwegian Ministry of Development Cooperation. 1989: 2 weeks.
65. Review of development plans for Turkana Rural Development Programme and Bungoma Rural Development Programme, Kenya. Client: Norwegian Ministry of Development Cooperation. 1988: 1 month
66. Pre-study of the Special Allocation for Environmental Protection. Client: Norwegian Ministry of Development Cooperation. 1988: 3 weeks
67. Pre-Study on Environmental Issues, Zimbabwe Country Study. Team leader. Client: Norwegian Ministry of Development Cooperation. 1988: 2 months

68. Review of UNDP/World Bank Energy Sector Management Assistance Programme (ESMAP) projects in Niger and Burkina Faso. Client: Norwegian Ministry of Development Cooperation. 1988: 1 month
69. Project review and Tripartite Meeting "Women's Irrigated Rice Cultivation", The Gambia: Client: United Nations Capital Development Fund (UNCDF) 1988: 2 weeks
70. Country Study and Norwegian Aid Review Sri Lanka Client: Norwegian Ministry of Development Cooperation. 1986: 2 months. Team member.
71. Hambantota Integrated Rural Development Programme, - Review of Administrative, Organizational and Financial Aspects, Sri Lanka: Team leader. Client: NORAD. 1984: 1 month
72. Evaluation of Peasant and indigenous organizations' participation in health projects in Cañar, Ecuador. Client: NORAD. 1983: 1 month
73. Evaluation of Save the Children community development projects, Guatemala. NORAD. 1983: 1 month. Team member.

VI. Capacity Building, Institutional and Organizational Development

1. Review of the Quality Assurance System of the Norwegian Lutheran Mission as an organization with framework agreement with Digni – case study project Family Development and Strengthening , Norway, Peru. Client: Digni – Norwegian umbrella organization for 20 Christian NGOs. 2016. 2 months
2. Capacity building of Iraq ministerial staff for the implementation of the Iraq Poverty Reduction Strategy. Client: The World Bank. 2011
3. Assistance to the preparation of an institutional capacity building program between Swedish Energy Agency and National Agency of Ukraine on Efficient use of Energy Resources, Ukraine. Client: Swedish Energy Agency. 2010. 1 month
4. Organizational Review of Bolivia Mission Alliance, MAN-B. 6 weeks. 2008. Team member.
5. Preparation of a support programme for organizational modernization of FIFAMANOR Agricultural Research Institute, Madagascar. 2007. Client: Norad. Team Leader, 3 weeks.
6. Assistance to Angola Ministry of Petroleum to finalize project document phase II – technical support to the Petroleum Sector in Angola. 2006. Client: Norad. 2 weeks
7. District Heating Rehabilitation and Reform Project – Corporate Development Support Project for TEKOS Company. Design and facilitation of 10 subject workshops as part of Corporate Development Support, Murmansk, Russia. Client: Sida 2006, 6 weeks. Team member.
8. Review of Monitoring and Evaluation Framework for Norwegian Interdenominational Office for Development Cooperation, 2006, 5 weeks
9. Review of organizational structure of Norwegian Mission Alliance projects in Guayaquil, Ecuador Team Leader Client: Norwegian Mission Alliance, 2005, 2 weeks
10. Training of Norwegian Church Aid staff in Logical Planning Approach for project planning and design, Laos and Vietnam Client: Norwegian Church Aid. 2005, 2 weeks
11. Zambia, Appraisal of Institutional Development Project of Zambia Wildlife Authority. Team Leader Client: Norad. 2005, 4 weeks
12. Management and institutional development for Comoros Community Development Fund. The World Bank. 2005: 1 month

13. Design of organizational development program for institutions involved in Murmansk District Heating Rehabilitation Project, Russia. Client: Nordic Investment Bank, 2003, 1 month. Team member.
14. Training in Logical Framework Approach as part of project identification, Slovakia Social Development Fund. Client: The World Bank. 2003, 2 weeks
15. Training in Logical Framework Approach as part of preparation of Ukraine Social Protection Reform Administration Project preparation. Client: World Bank. 2002, 2 weeks
16. Logical Framework workshop as part of design of Belarus Social Protection Project. Client: World Bank. 1 week
17. Integrated development plan for the Sula valley, Honduras. Prepared and conducted regional consultation workshop. Client: Inter American Development Bank, 2002, 2 weeks
18. Training in Logical Framework Approach as part of preparation Ukraine Social Investment Fund. Ukraine: Client: World Bank. 1999 – 2001: 1 month
19. Training in Logical Framework Approach as part of preparation Azerbaijan Pension and Social Insurance Reform. Client: World Bank. 1999/2000: 1 month
20. Training of Social Investment Fund staff and beneficiaries in Environmental Impact Studies and Project Management, Moldova. Client: World Bank 1999: 2 weeks
21. Training of project personnel in Environmental Impact Studies and Environmental Monitoring - Rural Development project. Guatemala. Client: UNDP. 1998: 1 month
22. Training of Moldova Social Investment Fund in project management techniques and procedures. Client: The World Bank. 1997 - 1998: 2,5 months

VII. Facilitation of workshops, Organizational Services

1. Facilitation of workshops to prepare Iraqi institutions for the implementation of National Strategy for Poverty Reduction, Iraq. 2011 Client: The World Bank
2. Workshop to prepare an institutional capacity building program between Swedish Energy Agency and National Agency of Ukraine on Efficient use of Energy Resources, Ukraine. 2010 Client: Swedish Energy Agency. 1 month
3. Workshop to build up system for monitoring and evaluation of Centre for Tropical Agriculture and Higher Education (CATIE), Costa Rica in building up. Client: Norad. 2010. 1 month
4. Support to the preparation of the Iraq Poverty Reduction Strategy. Several workshops for the High Committee in charge of the preparation of the Strategy, where Logical Framework Approach methods are applied. Client: The World Bank. 2009. 8 weeks.
5. Workshop on design of research program on how to use architectural competence at the early stage of infrastructure project cycle. Client: SINTEF Building Research Institute, Norway. 2006
6. Design and facilitation of “kick off” workshop for team building of technical design group for the new research building at the National Cancer Hospital, Norway. 2005.
7. Design and facilitation of various workshops to prepare civil airports for the implementation of European Union regulation on a common definition of Critical parts of Security Restricted Areas (CSRA) at airports. Client: Norwegian Civil Aviation Administration. 2005
8. Comoros Workshop to analyze management of Comoros Community Development Fund. Client: The World Bank. 2005: 2 weeks

9. Norway. Workshop on Strategy for Strengthening of Environmental Content of Norwegian International Development Cooperation. Norwegian Pollution Control Authority. 2005
10. Vietnam, Training Workshop on Social Insurance. Client: USAID. 2004, 1 week
11. Workshop United Nations Rapid Response Mine Action Plan. Client: United Nations Mine Action Service. 2004, 2 weeks
12. Project Planning Workshop for Second Programmatic Adjustment Loan (PAL) Ukraine Client: The World Bank. 2003, 2 weeks.
13. Project Planning Workshop for Belgrade - District Heating Rehabilitation Project, Republic of Serbia. Client: Sida (Contractpartner ÅF-International – Sweden). 2003, 2 weeks.
14. Workshop on Improving Investment Climate in Bangladesh. Client: The World Bank, 1 week. 2003.
15. Design and facilitation of 10 subject workshops as part of Corporate Development Support for the Institutional Feasibility Study Murmansk District Heating Rehabilitation Project, Russia, Client: Nordic Investment Bank, 2003, 2 months. Team member,
16. Project design workshops, Slovakia, Social Development Fund. Client: The World Bank, 2003, 3 weeks.
17. Project planning, design and workshops, Moldova Social Investment Fund. Client: The World Bank, 2003 1 month
18. Project planning and design workshops, Azerbaijan Education Sector Reform Project. Client: The World Bank. 2002:1 month
19. Targeted Social Assistance -Preparation, Implementation and Reporting Workshop, Belarus. Client: The World Bank. 2001: 2 weeks.
20. Project Planning Workshop for Social Protection Project. Croatia Client: The World Bank. 2 weeks.
21. Project Planning Workshop for Health Care Project. Uzbekistan, Client: The World Bank. 2 weeks.
22. Project Planning Workshops for Central Asia HIV/AIDS and TB projects and preparation of project document. Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan Client: The World Bank. 2 months
23. Preparation of Workshop on Social Investment Fund, Georgia. Client: The World Bank 1996: 3 weeks
24. Assistance in preparation of the Annual Report on Norwegian Development Co-operation. Client: Norwegian Ministry of Foreign Affairs, 1993: 2 months

VIII. Environment, natural resources management and agriculture

1. Monitoring of the Fund for Non-governmental Organizations for Environmental protection and sustainable development under the EEA Financial Mechanism, Poland. Client: EEA Grants. 2011. 3 weeks
2. Monitoring of the project Managing effects of global climate on estuarine biodiversity and productivity, Portugal Client: EEA Grants. 2010. 2 weeks
3. Appraisal of request for financial support to the development program Ecosystem Management for improved Human Well-being in the Lake Faguibine System: conflict mitigation and adaptation to climate change, Mali. Client: Norad. 2010. 1 month
4. Review Regional Community Based Natural Resources Management Capacity Building Programme in Southern Africa, Norad, Team leader 6 weeks, 2008

5. Appraisal of a new programme on climate change impacts and mitigation in Tanzania, Norad, 2008, 5 weeks
6. Midterm review of Programme to support South Luangwa National Park Management Unit, Zambia, Norwegian Embassy Lusaka, Team Leader, 2008, 5 weeks
7. Assessment of the Amazon Fund and the Brazilian Economic and Social Development Bank as the implementing agency for the Fund, Brazil, Norad, 2008, 2 weeks. Team member.
8. Appraisal of Tanzania New Natural Resources Programme, Norad. 2007, Team Leader, 8 weeks.
9. Organizational Review of Norwegian Rainforest Foundation. Team Leader. Client: Norad, six weeks. 2007
10. Midterm Review Kafue National Park Project, Zambia. Client: Norad. 8 weeks
11. Zambia, Appraisal of Institutional Development Project of Zambia Wildlife Authority. Team Leader Client: Norad. 2005, 4 weeks. Team leader.
12. Supervision of Moldova Social Investment Fund application of environmental guidelines. Client: The World Bank. 2005: 1 week
13. Environmental Audit of Morocco Social Development Fund. The World Bank. 2005: 2 weeks
14. Norway. Workshop on Strategy for Strengthening of Environmental Content of Norwegian International Development Cooperation. Norwegian Pollution Control Authority. 2005
15. Appraisal project proposal on Kafue National Park. Zambia, Team Leader Client: NORAD. 2004, 4 weeks
16. Appraisal project proposal on South Luangwa National Park. Zambia, Team Leader. Client: NORAD. 2004, 4 weeks
17. Preparation of Environmental Guidelines for Moldova Social Investment Fund – The World Bank, 2004. Team leader.
18. Evaluation of Conservation and Sustainable use of Grassland project, Slovakia. Client: Global Environmental Facility – The World Bank, 2003, 2 weeks. Team member.
19. Review of Environmental Issues and Procedures in Moldova Social Investment Fund, Moldova. Client: The World Bank, 2003, 4 weeks
20. Evaluation of Global Resource Information Database – UNEP/GRID Arendal, Norway, Team leader, 2002, 1 month
21. Integrated development plan for the Sula valley, Honduras. Prepared and conducted regional consultation workshop. Client: Inter American Development Bank, 2002, 2 weeks
22. Training of Social Investment Fund staff and beneficiaries in Environmental Impact Studies and Project Management, Moldova. Client: World Bank 1999: 2 weeks
23. Training of project personnel in Environmental Impact Studies and Environmental Monitoring - Rural Development project. Guatemala. Client: UNDP. 1998: 1 month. Team member.
24. Formulation of Sector Program Development for Environment Sector, Bolivia: Client: DANIDA. 1998: 2 months. Team member.
25. Assessment of Norwegian Support to World Bank Environmental Activities in Sub-Saharan Africa. Client: Norwegian Ministry of Foreign Affairs. 1996: 1 month
26. Evaluation of Oslo Inner City Environmental Action Program, Norway: Team Leader. Client: Oslo City Council 1996: 3 months
27. Design of Project for Preparation of National Environmental Action Plan (NEAP). Equatorial Guinea: Client: UNDP. 1996: 1 month

28. Evaluation of Global Resource Information Database GRID-Arendal, Norway. 1995: 2 weeks. Team member.
29. Environmental Support Program. Technical assistance to the formulation of program components, Malawi. Client: The World Bank. 1995: 2 weeks.
30. Preparation of National Programme of Agroforestry, Burkina Faso: Team leader. Client: United Nations Sudano-Sahelian Office (UNSO). 1994: 1 month
31. Evaluation of Training Program in Cleaner Technology in Manufacturing Industry, Poland:. Client: Norwegian State Pollution Control Authority. 1993: 4 weeks.
32. Assessment of Network for the Environment and Sustainable Development in Africa – NESDA, Ivory Coast:. Client: Norwegian Ministry of Foreign Affairs. 1993: 2 weeks.
33. Preparation of National Environmental Action Plan, Malawi. Project Manager/Chief Technical Advisor. Client: The World Bank. 1993: 4 months
34. Review of Environmental Issues in Poland. Client: Norwegian Ministry of Environment. 1993: 1 month
35. Review of Environmental Issues in Czechoslovakia. Client: Norwegian Ministry of Environment. 1992: 1 month
36. Evaluation of "Support to the National Committee on Desertification", Burkina Faso: Team leader. Client: United Nations Sudano-Sahelian Office (UNSO). 1992: 1 month
37. Evaluation of the Special Grant for Environment and Development, including case studies of Tanzania, Zambia, Botswana and Sri Lanka. Coordinator of study. Client: Ministry of Foreign Affairs. 1991: 6 months
38. Environmental Assessment of district development projects and cotton production, Mozambique. Team leader. Client: The World Bank. 1990: 3 months.
39. Assessment of United Nations Sudano-Sahelian Office. Client: Norwegian Ministry of Foreign Affairs. 1990: 3 weeks
40. Evaluation of Pollution Control Research Institute, Hardwar, India. Team leader. Client: United Nations Development Programme (UNDP). 1990: 3 weeks
41. Formulation of Environmental Strategy for Norwegian Development Assistance to Bangladesh. Team leader. Client: NORAD. 1990: 5 weeks
42. Assessment of the possible role of the Norwegian Directorate for Nature Management in development assistance, Norway. Client: NORAD. 1990: 3 weeks
43. Participation in Preparation of The World Bank. Environmental Assessment Manual. Client: The World Bank. 1989: 2 weeks
44. Review of Development Assistance for Environmental Protection and Natural Resource Management in Central America. Client: Norwegian Ministry for Development Cooperation. 1989: 3 weeks
45. Project Review and Tripartite Meeting on United Nations Sudano-Sahelian Office (UNSO) project "Programme to combat desertification", Cape Verde:. Norwegian Ministry of Development Cooperation. 1989: 2 weeks.
46. Feasibility study on Center for Sustainable Development, Rogaland, Norway. Client: Rogaland Research Institute. 1989: 4 weeks. Team member.
47. Pre-study of the Special Allocation for Environmental Protection. Client: Norwegian Ministry of Development Cooperation. 1988: 3 weeks
48. Pre-Study on Environmental Issues, Zimbabwe Country Study. Team leader. Client: Norwegian Ministry of Development Cooperation. 1988: 2 months
49. Land use planning and natural resource management of watershed regions, Nicaragua. Chief Technical Advisor. Client: Nicaragua Institute for Natural Resources and Environment (IRENA) 1984: 7 months

50. Galapagos Islands Development Plan, Physical planning and environmental protection, Ecuador. Client: United Nations Centre for Human Settlements - HABITAT. 1983: 2 months. Team member.

IX. Social Sectors (i.a., health, education, water/sanitation)

1. Design and coordination of ILO's impact study of IFAD-funded programmes for promotion of decent work and productive employment for young people in rural areas in Egypt, Madagascar, Nepal, Nicaragua and Senegal. Client: ILO. 2011. 3 months.
2. Vietnam, Training Workshop on Social Insurance. Client: US National Academy of Social Insurance. 2004, 1 week
3. Project Planning Workshop Social Protection Project. Croatia, Client: The World Bank. 2004. 2 weeks.
4. Project Planning Workshop Project Planning Workshop for Health Care Project. Uzbekistan Client: The World Bank. 2004. 2 weeks.
5. Project Planning Workshop Second Programmatic Adjustment Loan (PAL) Ukraine Client: The World Bank. 2004. 2 weeks.
6. Project Planning Workshops for Central Asia HIV/AIDS and TB projects and preparation of project document. Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan Client: The World Bank. 2003 – 2004. 2 months
7. Project identification workshop, Slovakia Social Development Fund. Client: The World Bank. 2003. 2 weeks
8. Project planning, design and workshops, Moldova Social Investment Fund. Client: The World Bank. 2003. 2 months
9. Project planning and design workshops, Azerbaijan Education Sector Reform Project. Client: The World Bank. 2003. 1 month
10. Training in Logical Framework Approach as part of preparation of Ukraine Social Protection Reform Administration Project preparation. 2002. Client: World Bank. 2 weeks
11. Logical Framework workshop as part of design of Belarus Social Protection Project. Client: World Bank. 2001. 1 week
12. Targeted Social Assistance -Preparation, Implementation and Reporting Workshop, Belarus. 2000. Client: The World Bank. 2001: 2 weeks.
13. Training in Logical Framework Approach as part of preparation Ukraine Social Investment Fund. Ukraine: Client: World Bank. 1999 – 2001: 1 month
14. Training in Logical Framework Approach as part of preparation Azerbaijan Pension and Social Insurance Reform. Client: World Bank. 1999/2000: 1 month
15. Training of Moldova Social Investment Fund in project management techniques and procedures. Client: The World Bank. 1997 - 1998: 2,5 months
16. Evaluation of Medical Rehabilitation Program, Nordland County, Norway. Client: Ministry of Health. 1997: 4 months. Team member.
17. Preparation of Workshop on Social Investment Fund, Georgia. Client: The World Bank 1996: 3 weeks
18. Micro Projects and Rural Infrastructure Planning, Danang, Vietnam. Advisor. Client: United Nations Capital Development Fund (UNDP/OPS) 1993: 2 months.
19. Rural Settlements Planning Methodologies, Vietnam. Client: United Nations Center for Human Settlements – HABITAT. 1991: 3 months

X. Physical infrastructure (i.a. energy, roads, construction)

1. Evaluation of the project to establish Svalbard Research Center. Team leader. Client: Norwegian University of Science and Technology / Norwegian Ministry of Finance. 2014. 3 months.
2. Evaluation of the Implementation of the project to establish the new range training area in southern Norway for the Norwegian army. Client: The Norwegian Defence Estate Service. Norway, 3 months
3. Evaluation of large public investment projects – cases New Opera House and Bjørvika Urban Development Project, Oslo. Client: Norwegian University of Science and Technology / Norwegian Ministry of Finance. Norway 3 months
4. Assistance to the preparation of an institutional capacity building program between Swedish Energy Agency and National Agency of Ukraine on Efficient use of Energy Resources, Ukraine. Client: Swedish Energy Agency. 2010. 1 month
5. Review of early phase of 23 major public infrastructure projects in Norway. Client: Norwegian University of Science and Technology / Norwegian Ministry of Finance. 2009 – 2010. 11/2 year
6. Assistance to Angola Ministry of Petroleum to finalize project document phase II – technical support to the Petroleum Sector in Angola. Client: Norad. 2006. 2 weeks
7. Project Planning Workshop for Belgrade - District Heating Rehabilitation Project, Republic of Serbia. Client: Sida (Contractpartner ÅF-International – Sweden). 2003, 2 weeks.
8. Pre-feasibility study Murmansk District Heating Rehabilitation, Russia Client: Nordic Investment Bank. 2003: 2 months Team leader.
9. Evaluation of Planning and Construction of New National University Hospital, Norway. Team leader. Client: Ministry of Labor and Administration, 2001:10 months
10. Pre-feasibility study of Norwegian Center for Environmental Research, Norway. Client: Norwegian Building Research Institute, 2001: 1 month Team member.
11. Evaluation of the Planning and Construction of the Oslo Airport and the High Speed Access Train, Norway Secretary to the Cabinet appointed Committee. Client: Ministry of Communication and Transport. 1998 – 99: 10 months
12. Evaluation of Planning Process for the New Oslo Airport. Norway: Client: Ministry of Environment. 1997: 1 month. Team member.
13. Evaluation of bids for "Preparation of Structure Plan, Master Plan and Detailed Area Plan for Dhaka and Chittagong, Bangladesh. Member of committee. Client: United Nations Center for Human Settlements - HABITAT. 1991: 2 weeks. Team member.
14. Review of Bangladesh Telecommunications Project. Client: NORAD. 1991: 1 month. Team member.
15. Evaluation and formulation of new phase of project "Wind Energy for Electrification", Cape Verde. Client: United Nations Sudano-Sahelian Office (UNSO). 1989: 4 weeks. Team member.
16. Review of UNDP/World Bank Energy Sector Management Assistance Programme (ESMAP) projects in Niger and Burkina Faso. Client: Norwegian Ministry of Development Cooperation. 1988: 1 month

XI. Urban/regional development

1. Evaluation of Community Development Slum Project in Guayaquil, Ecuador, Team leader. Client: Norwegian Mission Alliance. 2009. 6 weeks

2. Preparation of outline and methods for monitoring and different types of evaluations of the Groruddalen Development Project, Oslo Municipality, Norway, 2008. 4 weeks.
3. Preparation and Reporting from Workshop on Impact of Regional Policies in Northern Norway. Client: Ministry for Municipal Affairs and Regional Development. 2000: 2 weeks
4. Study on Regional Impacts of Government Policies in different Sectors – Establishment of database, Norway: Project leader. Client: Ministry for Municipal Affairs and Regional Development. 2000: 9 months
5. Future Development Perspectives for the Central Region of Norway. Client: Norwegian Ministry of Environment. 1992: 1 month. Team member.

XII. Rural / community development

1. Appraisal of request for financial support to the development program Ecosystem Management for improved Human Well-being in the Lake Faguibine System: conflict mitigation and adaptation to climate change, Mali Client: Norad. 2010. 1 month
2. Evaluation of Community Development Slum Project in Guayaquil, Ecuador. Client: Norwegian Mission Alliance. 2006. Team leader.
3. Evaluation of Integrated Development Interandean Valleys – Cumbaya, Bolivia. Team Leader Client: Norwegian Mission Alliance. 2004 1 month
4. Thematic Evaluation of Integrated Projects. Team Leader Client: Norwegian Interdenominational Office for Development Cooperation. 1 month.
5. Evaluation of “Appui Coopératif et Associatif aux Initiatives de Développement à la base – ACOPAM”. Senegal, Mauritania, Mali, Niger, Burkina Faso. Client: Norwegian Ministry of Foreign Affairs. Team leader. 2002. 3 months
6. Sri Lanka: Project Formulation Post-Disaster Integrated Rural Development For Vavuniya District. Team Leader. NORAD. 1996: 1 month
7. Feasibility study of Peten Sustainable Development Program for Guatemala. Team leader. Client: Inter-American Development Bank. 1995: 3 months.
8. Review of the Integrated Rural Development Programme, Northern Province, Zambia. Client: NORAD. 1990: 5 weeks. Team member.
9. Review of "ACOPAM - Cooperative Support to World Food Programme Assisted Development Activities in the Sudano-Sahelian Zone". Client: International Labour Office - ILO. 1989: 1 month. Team member.
10. Review of development plans for Turkana Rural Development Programme and Bungoma Rural Development Programme, Kenya. Client: Norwegian Ministry of Development Cooperation. 1988: 1 month
11. Project review and Tripartite Meeting "Women's Irrigated Rice Cultivation", The Gambia. Client: United Nations Capital Development Fund (UNCDF) 1988: 2 weeks
12. Evaluation of Save the Children community development projects, Guatemala. NORAD. 1983: 1 month Team member.
13. Pre-feasibility study of Moneragala District Development Programme, Sri Lanka. Team leader. NORAD. 1982: 2 months
14. Pre-feasibility study of Hambantota Integrated Rural Development Programme, Sri Lanka. NORAD. 1978: 1 month. Team member.

XIII. Good Governance, Public Administration

1. Facilitation of workshops to prepare Iraqi institutions for the implementation of National Strategy for Poverty Reduction, Iraq. Client: The World Bank. 2011.
2. Review of the Norwegian Mission of Rule of Law Advisers to Moldova and Georgia. Client: Norad. 2009. 6 weeks
3. Review of the Norwegian Mission of Rule of Law Advisers to Moldova and Georgia, Team leader. Client: Norad. 6 weeks, 2009
4. Organizational Review of Bolivia Mission Alliance, MAN-B. 2008. 6 weeks. Team member.
5. Evaluation of Capacities and partnerships of local governance actors in Moldova Client: UNDP 2005. Team leader.
6. Feasibility study of institutional aspects and design of organizational development program for institutions involved in Murmansk District Heating Rehabilitation project, Russia. Client: Nordic Investment Bank. 2003 2 months. Team leader.
7. Review Anti-Corruption Bureau, Malawi. Client: NORAD. 2001: 2 weeks. Team leader.
8. Review and Appraisal “Physical Planning and Institutional Building Project”, Palestine: NORAD. 1997: 1 month. Team member.
9. Secretary to Highlevel Committee on the Cooperation between Central Government Institutions and Local Authorities in Regional Planning. Norway: Client: Ministry of Environment. 1995: 4 months.
10. Institutional and Human Resources Development in the North-East Province, Sri Lanka:. Team leader. Client: NORAD. 1995: 3 months
11. Secretary to the Highlevel Interministerial Committee on the Relationship between National and Regional Planning, Norway: Client: Norwegian Ministry of Environment. 1992: 4 months
12. Reconnaissance Mission, United Nations Development Programme - UNDP - Management Development Programme. Mauritania 1989: 2 weeks
13. Hambantota Integrated Rural Development Programme, - Review of Administrative, Organizational and Financial Aspects, Sri Lanka: Team leader. Client: NORAD. 1984: 1 month

XIV. Civil Society, Human Rights (i.a., NGOs, civic organizations)

1. Review of the Quality Assurance System of the Norwegian Lutheran Mission as an organization with framework agreement with Digni – case study project Family Development and Strengthening , Norway, Peru. Client: Digni – Norwegian umbrella organization for 20 Christian NGOs. 2016. 2 months
2. Organizational review of the Norwegian Helsinki committee and Human Rights House Foundation, Norway Client: Norwegian Ministry of Foreign Affairs
3. Monitoring of the Fund for Non-governmental Organizations for Environmental protection and sustainable development under the EEA Financial Mechanism, Poland. Client: EEA Grants. 2011. 3 weeks
4. Review of the allocation to international NGOs and networks, Norad, 2008, 4 weeks. Team leader.
5. Organizational Review of Norwegian Rainforest Foundation. Team Leader. Client: Norad, six weeks 2007

6. Study of Trends, Impact and Effectiveness of Different Models for Supporting Civil Society at Country-level, Team Leader Country Study Ethiopia. Client: Norad, 5 weeks. 2007
7. Evaluation of ILO Capacity Building for Employers' Organization on Productivity and Competitiveness, Senegal and Mauritania. Client: ILO, 4 weeks 2007
8. Member of group to appraise NGOs' applications to Norad for support information on north-south issues. Client: Norad. 8 weeks 2006. Team member.
9. Workshop United Nations Rapid Response Mine Action Plan. Client: United Nations Mine Action Service. 2004: 2 weeks
10. Review of Norwegian NGOs' information activities on peace and development. Client: Norwegian Ministry of Foreign Affairs. 2002, 2 months. Team member.
11. Study on Impact of Training of Advisors on Institutional Development in Four Selected Organizations, Nicaragua: Team Leader. Client: NORAD, 1996: 1 month
12. Assessment of Administrative Support Fees to NGOs on NORAD financed projects. Client: NORAD 1992: 1 month

XVI. Indigenous Populations, Cultural Heritage

1. Organizational Review of Norwegian Rainforest Foundation. 2007. Team Leader. Client: Norad, six weeks 2007
2. Evaluation of Nordic World Heritage Office (NWHF), Norway, 2007. Client: NWHF, 4 weeks. Team member.
3. Evaluation of Capacities and partnerships of local governance actors in Moldova Client: UNDP, six weeks 2005 (most projects on cultural heritage)
4. Design of the sustainable regional tourism program for the Mundo Maya Organization. Consultant on planning and coordination of feasibility study, Guatemala, Mexico, Belize, Honduras, El Salvador. Client: Inter American Development Bank, 2002, 2 months. Team member.
5. Evaluation of Nordic World Heritage Office, Norway. Secretary for evaluation committee. Client: Nordic World Heritage Office. 2000: 2,5 months.
6. Assistance on Strategic Planning. Client: Nordic World Heritage Office, Norway: 1999: 1 week
7. Assistance on Strategic Planning for International Development Assistance, Norway. Client: Institute for Cultural Heritage Research, 1998: 2 weeks
8. Evaluation of the Norwegian Program for Indigenous People - Assessment of Norwegian administration of the Program. Team member. Client: Norwegian Ministry of Foreign Affairs. 1998: 1 month
9. Pre-feasibility study of indigenous community center, Canar, Ecuador. Client: Norwegian Pople's Aid. 1985: 1 month
10. Evaluation of Peasant and indigenous organizations' participation in health projects in Cañar, Ecuador. Client: NORAD. 1983: 1 month

Oslo, March, 2016