

CURRICULUM VITAE

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TYPE OF EXPERTISE: Financial and Economic Management and Analysis

- (1) **Family name:** Claussen
- (2) **First names:** Jens
- (3) **Passport holder of:** Norway
- (4) **Education:**

Institution	Degree(s) or Diploma(s) obtained:
University of Oslo, Norway, September 1997 – June 1984	M.Sc. Economics (Cand. Oecon),
Frogner school of Commerce, Oslo, Norway 1979-1980	Diploma in Business Administration.
Norwegian Business School Oslo, Norway, 1996 - 1997	ISO Certificate in Program Management

- (5) **Language skills:** Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)

Language	Reading	Speaking	Writing
Norwegian	Mother tongue	Mother tongue	Mother tongue
English	1	1	1

- (6) **Membership of professional bodies:**

- The Norwegian Association of Economists;
- The Norwegian Association for Development Research;
- The Norwegian Polytechnic Association;
- American Economic Association;
- The Micro-credit summit

- (7) **Key qualifications:**

Master's degree (MSc) in economics and post-graduate education in project management, and economic and financial analysis. Twenty-five years of working experience. Team leader for various project and program preparation, appraisal and review missions, sector and country assistance strategy reviews and studies for, among others Ministries of Foreign Affairs/bilateral agencies of OECD countries and the World Bank, the United Nations Agencies and Programs, the Asian Development Bank and the European Commission in Asia, Africa and Latin America. Six years with resident missions for UNDP and the Norwegian Ministry of Foreign Affairs and more than ten years working experience at middle and senior management levels.

In recent years assignments have focused on Public Expenditure Management, coordination of external resources for integrated programs/sector wide approaches, design and implementation of tracking studies and Fiduciary Risk Assessments as input among others for design and review of programs and financial mechanisms for result based financing using country systems.

- (9) **Positions:**

From 2018 Managing Partner/Economist, Think Global, Norway

Team leader, consultant and adviser on various studies, reviews and evaluations commissioned by bilateral and multilateral development finance institutions. Board chairperson of Think Global.

2015-2017 Partner/Economist, Nordic Consulting Group, Norway

Team leader, consultant and adviser on various studies, reviews and evaluations commissioned by bilateral and multilateral development finance institutions. Have served as Board member and eight years as Managing Director.

2013-15 Director, Innovation Norway, Regional Office for East Africa in Nairobi, Kenya/Commercial Section for the Norwegian Embassies in East Africa.

Established Innovation Norway's regional office for East Africa region for promotion of trade, investment and research cooperation between Norway and the region. The office provides services to Norwegian private and public sector clients; among others by conducting market research, identification of business opportunities and regional partners.

1997–2013 Partner/Managing Director, Nordic Consulting Group, Norway

Team leader, consultant and adviser on various studies, reviews and evaluations commissioned by bilateral and multilateral development finance institutions. 8 years as Managing Director; Company management and coordination responsibilities. Established six new company offices and expanded partnerships nationally and globally. Coordination and management of an expanding company portfolio of projects. Established quality assurance procedures in delivering company services.

1994-97 Business Area Manager/ Economist, ECON Centre for Economic Analysis, Norway

Manager for the project portfolio in the field of development economics including macro-economic/sector analysis, project appraisals and evaluations. Team leader, consultant and adviser on various studies, reviews and evaluations commissioned by bilateral and multilateral development finance institutions.

1993 Senior Economic Adviser, Norwegian Agency for Development Co-operation (NORAD), Norway

Country Programme advisor on the Norwegian country programs in Africa including country studies and sector analysis. Participation in SPA working group, Public Expenditure Reviews and other joint donor reviews.

1990-93 Senior Country Economist, Royal Norwegian Embassy, Tanzania

Country Programme monitoring and co-ordination. Economic advisor on country program, sector allocations and projects considered for development assistance. Macro and sector analysis. Appraisals, monitoring and evaluations of projects in the financial sector, private sector development, public sector management and balance of payment support. Project promotion for business sector co-operation and bilateral trade relations. Participation on Joint Government/World Bank/Donor review missions. During assignment acting as Deputy and Resident Representative.

1988-90 Senior Executive Officer, Norwegian Agency for Development Co-operation (NORAD), Norway

Appraisal, monitoring and evaluation of projects in the field of private sector co-operation considered for financing by the Norwegian Government Associated Financing Schemes. Financial and economic analysis of projects in telecommunication, energy and industry, including a number of appraisal missions to various countries in Africa, Asia and the Pacific Island countries.

1986-87 Junior Professional Officer, United Nations Development Programme, Papua New Guinea

Programme and project monitoring. Advisor in program management. Established a computer assisted Programme Support Unit for program and project monitoring.

1984-87 Research Economist, Norwegian Building Research Institute, Oslo, Norway

Various research projects with evaluation of government policies and public sector support to households, and the building and construction sector. Research included household surveys and sector analysis.

(10) Country working experience:

Armenia, China, Bangladesh, Bosnia, Denmark, Ecuador, Eritrea, Ethiopia, Fiji, Gambia, Germany, Ghana, India, Indonesia, Ireland, Israel, Jordan, Kenya, Malawi, Maldives, Moldova, Mozambique, Nepal, Netherlands, Nicaragua, Nigeria, Norway, Pakistan, Palestinian Territories, Papua New Guinea, Philippines, Samoa, South Africa, Sri Lanka, Sudan, Sweden, Syria, Tajikistan, Tanzania, Thailand, Tonga, Uganda, United Kingdom, Vietnam, Zambia, Zimbabwe.

(11) Professional experience (selected):

Date from - to	Location	Company & reference person	Position	Description
July 2022 - ongoing	Tanzania	NIRAS Sweden AB Laura Wahlandt [laura.wahlandt@niras.com]	Economist and PFM specialist	Technical assistance to the Government of Tanzania and The Global Partnership for Education (GPE) in design of a result based financing arrangement for the Education Sector Development Plan (2021/22-2025/26).
June 2022 – ongoing	Nepal	Asian Development Bank Smita Gyawali [sgyawali@adb.org]	Economist and PFM specialist	Fiduciary Risk Assessment for Result Based Lending in support of the School Sector Education Plan including design of risk mitigating measures. Risk assessment include the federal and local government levels.
May 2022 - ongoing	Tanzania	NIRAS Sweden AB Yvonne Leung [yvonne.leung@niras.se]	Economist and PFM specialist	Technical assistance to the Government of Zanzibar and The Global Partnership for Education (GPE) in design of a result based financing arrangement for the Zanzibar Education Development Plan. Assistance if design of a budget forecasting model for the plan and annual budget allocations for the Ministry of Education and Vocational Training.
April 2022 - ongoing	Kenya	KfW Development Bank Dr. Ralf Orlik [ralf.orlik@kfw.de]	Economist and PFM specialist	Assessment of project portfolio for a KfW Debt Swap arrangement for Government of Kenya including fiduciary risk assessment and fund flow arrangement.
April 2022 - ongoing	India	KfW Development Bank Lisa Klie [Lisa.Klie@kfw.de]	PFM specialist	Fiduciary Risk Assessment for policy-based/program lending. Risk assessment include the federal/central level as well as state levels.
Feb 2022 - ongoing	Bangladesh	Asian Development Bank Zhigang Li [zli@adb.org]	PFM specialist	Fiduciary Risk Assessments of Technical Education and Skills Development program including design of risk mitigating measures.
Jan 2022 - ongoing	Kenya	KfW Development Bank Benjamin Graedler [Benjamin.Graedler@kfw.de]	Economist and PFM specialist	Fiduciary Risk Assessment in support of the Technical Vocational Education and Training sub-sector. Risk assessment include the central level as well as selected assessments at the county and TVET college level. Design of a result based disbursement and fund flow arrangement in support of the planned program for the sub-sector.
Sep 2021 - ongoing	Moldova	UNDP Marcel Olari [marcel.olari@undp.org]	Team leader	Mapping of ODA flows and analysis of alignment to SDGs and national development strategy. Development Finance Assessment including analysis of trends in financial flows, projected future financial flows to achieve SDGs including analysis of opportunities related to country level option for more efficient management of development finance and access to additional sources of finance for SDGs.

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Jul 2021 - ongoing	Tanzania	Foreign, Commonwealth & Development Office, United Kingdom Deborah Affonso [deborah.affonso@fcdo.gov.uk]	Team leader	Mid-term and end of program evaluation of the Public Financial Management Program (PFMRP) for Tanzania supported by multiple development partners. The program evaluation includes assessments of PFMRP components in support of Central Government Mainland Tanzania, support to 185 Local Governments and government of Zanzibar.
Aug - Oct 2021	Philippines	KfW Development Bank Patrick Hamann [Patrick.Hamann@kfw.de]	PFM specialist	Fiduciary Risk Assessment for a policy-based lending operation in support of an employment recovery program related to impact of Covid19 pandemic. Risk assessment include the central level as well as selected assessments at the regional, provincial and district levels.
Jun - Aug 2021	Serbia	KfW Development Bank Oliver Jünger [oliver.juenger@kfw.de]	PFM specialist	Fiduciary Risk Assessment for a policy based ending operation in support of energy sector.
March 2021 - ongoing	Indonesia	KfW Development Bank Olaf Goerke [Olaf.Goerke@kfw.de]	Economist	Advisory Services Related to the Preparation of a Policy-Based Lending Loan to Reduce Marine Debris in Indonesia.
Feb – Jun 2021	Nepal	Foreign, Commonwealth & Development Office, United Kingdom Sarita Sapkota sarita.sapkota@fcdo.gov.uk]	Economist and PFM specialist	Nepal Public Finance Management (PFM) Portfolio Review 2020 and Mid-Term Review of PFM Multi-Donor Trust Fund II.
Feb 2021 – Jan 2022	Ukraine	UNDP Nazar Grom [nazar.grom@undp.org]	Economist	Development Finance assessments including analysis of trends in financial flows, projected future financial flows to achieve SDGs including analysis of challenges and opportunities related to country level absorptive capacity.
Dec 2020 – Dec 2021	Norway	International Budget Partnership (IBP) David Robins [drobins@internationalbudget.org]	Researcher	Researcher conducting analysis using OBS survey tool to assess whether governments give the public access the entire budget cycle process at the national level and level of information and participation by the public.
May – June 2020	Bangladesh	KfW Development Bank Julia Friesen [Julia.Friesen@kfw.de]	PFM specialist	Fiduciary Risk Assessments related to budget support for a social security operation compensating for income loss for laid off workers in the textile industries due to the impact of the Covid-19 pandemic.
May 2020 – March 2021	Indonesia	KfW Development Bank Peter Maats [Peter.Maats@kfw.de]	Economist and PFM specialist	Fiduciary Risk Assessment in support of the Technical Vocational Education and Training sub-sector. Risk assessment include the central level as well as selected assessments at the regional, provincial and district levels.
April – Dec 2020	Vietnam	KfW Development Bank Viola Both [Viola.Both@kfw.de]	Team leader	Fact-finding for the preparation of a Results-Based Financing (RBF) Program in Vietnam.

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May 2019 – December 2021	Bangladesh	Asian Development Bank Zhigang Li [zli@adb.org]	PFM specialist	Periodic Fiduciary Risk Assessments related to sector budget support to the Primary Education Development Program phase IV.
March 2019 – Aug 2020	Sri Lanka	Asian Development Bank Uzma Hoque [uhoque@adb.org]	Economist and PFM specialist	Fiduciary Risk Assessment and financial analysis of support to the Education Sector Development Plan phase II (ESDP II). Risk assessment included Central as well as Provincial levels of the education sector in Sri Lanka as well as costing and financial analysis of the plan.
March – Oct 2019	Norway	International Budget Partnership Alex Kreko [akreko@internationalbudget.org]	PEER reviewer	Review of Open Budget Survey questionnaire, a tool for comprehensive analysis and survey that evaluates whether governments give the public access to budget information and opportunities to participate in the budget process at the national level.
Oct 2018 – Sept 2020	Ethiopia	KfW Development Bank Christof Griebenow [Christof.Griebenow@kfw.de]	Economist	Support to the Commission of the African Union (AUC) in development of joint funding arrangement including a program result framework for result based financing approach by external partners supporting the AUC Medium Term Plan (MTP).
Aug 2018 – June 2019	Ethiopia	KfW Development Bank Peter Maats [Peter.Maats@kfw.de]	PFM specialist	Fiduciary Risk Assessment and design of joint financing arrangement in support of the Technical Vocational Education and Training for Sustainable Development Program (TSDP). Risk assessment included Federal as well as regional and service delivery levels of the Technical and Vocational subsector of Ethiopia.
March 2018 – May 2021	Nepal	Asian Development Bank Smita Gyawali [sgyawali@adb.org]	PFM specialist	Analysis of the impact on transition to Federal system of government on the School Sector Development Program (SSDP) including updated fiduciary risk assessment and revision to the joint finance arrangement guiding sector budget support to the program from development partners. Assistance in development Federal to local government education sector grant as well as school grant system.
Jan – March 2018	Armenia	Asian Development Bank Jouko Sarvi [jsarvi@adb.org]	PFM specialist	Developed an improved budgeting process in the education sector and a Medium-Term Expenditure Framework (MTEF) model to provide robust estimates for the MTEF plan period. Analysis of the public financial management system to advise government on how to strengthen the fund flow mechanisms to support the decentralization in the sector.
Jan 2018 – Jan 2019	Tajikistan	UNDP Manuchehr Rakhmonov [manuchehr.rakhmonov@one.un.org]	Economist	Development Finance assessments including analysis of trends in financial flows, projected future financial flows to achieve SDGs including analysis of challenges and opportunities related to country level absorptive capacity.
Sept 2017 – Jan 2019	Samoa	UNDP Emily Davis [emily.davis@undp.org]	Economist	Development Finance assessments including analysis of trends in financial flows, projected future financial flows to achieve SDGs including analysis of challenges and opportunities related to country level absorptive capacity.

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June 2017 – Dec 2018	Bangladesh	Asian Development Bank Xin Long [xlong@adb.org]	PFM specialist	Fiduciary Assessment and design of Joint Financing Arrangement for the Primary Education Development Program phase 4 in Bangladesh.
June 2017 - Jan 2019	Asia regional	UNDP Emily Davis [emily.davis@undp.org]	Economist	Advisor on Development Finance Assessments (DFA) methodology and assistance in implementation of DFAs and their recommendations in, among others, Samoa, Timor-Leste and Nepal.
Feb 2017 – March 2018	Bangladesh	European Union Jurgen Heimann [Jurgen.HEIMANN@eeas.europa.eu]	PFM specialist	Education sector finance study including trend analysis for the last 15 years and budgetary forecasts for compliance with sector policy targets and SDGs with particular focus on primary and TVET sub-sectors.
Sept 2016 – March 2018	Nepal	UNDP Ashley Palmer [ashley.palmer@undp.org]	Economist	Development Finance assessments including analysis of trends in financial flows, projected future financial flows to achieve SDGs including analysis of challenges and opportunities related to country level absorptive capacity.
Sept 2015 – Aug 2017	Nepal	Asian Development Bank Shanti Jagannathan [sjagannathan@adb.org]	PFM specialist	Fiduciary risk assessment and design of result-based financing for sector budget support to the School Sector Development Program (SSDP).
May 2013 – March 2017	Bangladesh	Asian Development Bank Rudi Van Dael [rvandael@adb.org]	PFM specialist	Periodic Fiduciary Risk Assessments related to sector budget support to the Primary Education Development Program phase III.
Oct 2015 – March 2016	Tanzania	Department for International Development (DfID) Vivek Misra [v-misra@dfid.gov.uk]	Team leader	Fiduciary risk assessment (FRA) of Zanzibar public financial management system
Oct 2013 – Feb 2014	Palestine	KfW Development Bank Frank Determann [Frank.Determann@kfw.de]	Team leader	Fiduciary risk assessment and design of result-based financing for sector budget support to the next phase of the Education Development Strategic Plan
March 2013 – July 2013	Palestine	Norwegian Agency for Development Cooperation Randi Gramshaug [Randi.Gramshaug@norad.no]	Team leader	Public Expenditure Review of the Education Sector in Palestine for the Ministry of Education in Palestine in cooperation with the Governments of Norway, Germany, Finland and Ireland A review of trends in composition of expenditures over the 2005-2012 period with recommendations for future rationalization and allocation of public spending on primary and secondary education. Team leader.
Nov 2012 – June 2013	Sudan	World Bank Michael Geiger [mgeiger@worldbank.org] and Moslem Alamir [malamir@worldbank.org]	Economist	Public Expenditure Review for Northern States of Sudan. Including the States of Khartoum, Kassala, North Kordufan, and River Nile. Specific emphasis on revenue mobilization and assignments, fiscal transfer system and expenditure management.

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Feb 2013 – June 2013	Nepal	Royal Norwegian Embassy Asbjørn Løvbræk [Asbjorn.Lovbraek@mfa.no]	Team leader	Fiduciary review and design of Joint Financing Arrangement in support of the Local Governance and Community Development Program (LGCDP) phase II. Assignment implemented for the Ministry of Federal Affairs and Local Development in cooperation with the Government of Norway.
Oct 2012 – March 2013	Sri Lanka	Asian Development Bank Sofia Shakil [sshakil@adb.org]	PFM specialist	Fiduciary Risk Assessment and design of funding arrangement for the Education Sector Development Program through Multi-Tranche Finance Facility (MFF).
Sept 2012 – March 2013	Bangladesh	Asian Development Bank Ayako Inagaki [ainagiki@adb.org]	PFM specialist	Fiduciary Risk Assessment and design of funding arrangement for the Secondary Education Investment Development Program through Multi-Tranche Finance Facility (MFF)
Aug – Oct 2012	Tanzania	Royal Norwegian Embassy, Tanzania Olav Lundestol [olav.lunedstol@mfa.no]	Team leader	End Review of a four-year program to strengthen public financial management with the Government of Zanzibar including macro- and fiscal forecasting, budget formulation, expenditure management, internal control procedures and audit functions, and external oversight.
May 2012 – July 2013	Vietnam	World Bank Dzung The Nguyen [dnguyen1@worldbank.org]	Team leader	Public Expenditure Review of Agriculture and Rural Development analyzing central and provincial investment and service delivery outcomes including efficiency and effectiveness of spending from analysis of budget and expenditure data with in-depth analysis of data from a sample of three provinces.
March 2012 – June 2013	Tanzania	Royal Norwegian Embassy, Tanzania Olav Lundestol [olav.lunedstol@mfa.no]	Team leader	Data collection, compilation and analysis of public expenditure data for the medium term in support of the GBS dialogue and annual public expenditure reviews.
April – May 2012	Bangladesh	Department for International Development (DfID) Rabya Nizam [R-Nizam@dfid.gov.uk]	PFM specialist	Mid-term review of the Urban Partnerships for Poverty Reduction (UPPR) with specific focus on financial systems, financial plan for the remainder of the program, financial reporting and auditing including expenditure tracking, and flow of funds through community contracts.
March – April 2012	Norway	International Budget Partnership Rebecca Ordieres [Ordieres@cbpp.org]	PEER reviewer	Review of Open Budget Survey questionnaire, a tool for comprehensive analysis and survey that evaluates whether governments give the public access to budget information and opportunities to participate in the budget process at the national level.
Feb – March 2012	Zambia	Government of Zambia/Danida Hans Hessel-Andersen [hanhes@um.dk]	PFM specialist	Review of Rural Water and Sanitation Program with analysis of economic management and financial sustainability as input to formulation of exit strategy within the coming two years.
May 2011 – June 2012	Sudan	World Bank Michael Geiger [mgeiger@worldbank.org]	PFM specialist	Public Expenditure Tracking Study for the health sector in Northern Sudan covering a sample of six states, 51 localities and 371 health facilities.
Aug 2011 – June 2013	Bangladesh	Asian Development Bank Ayako Inagaki [ainagiki@adb.org]	Team leader	Quarterly Financial Management Assessments of joint funding arrangement in support of the 5-year Primary Education Development Program Phase III.

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Jan 2011 - June 2013	Tanzania	Royal Norwegian Embassy, Tanzania Olav Lundestol [olav.lunedstol@mfa.no]	Team leader	Implemented several thematic studies in the areas of accountability, trends in public expenditures, survey of value added of the General Budget Support (GBS) dialogue and Performance Assessment Framework (PAF) as input to design of future dialogue structure, content and PAF.
Dec 2010 – March 2011	Nepal	Asian Development Bank Rachana Shrestha [rshrestha@adb.org]	Team leader	Review of fiduciary risk associated with design and implementation of the Local Government and Community Development Program (LGCDP) in Nepal including review of the Joint Financing Arrangement between 5 development partners supporting the program through program-based support.
Aug – Sept 2010	Bangladesh	Asian Development Bank Brajesh [bpanth@adb.org]	Team leader	Design of Joint Funding Arrangement for sector budget support to the Primary Education Development Program Phase III, program preparation and appraisal.
May - July 2010	Zambia	World Bank Marcus Wishart [mwishart@worldbank.org]	PFM specialist	Public Expenditure Review of Rural Water Supply in Zambia. Design and implementation of Pilot Public Expenditure Tracking Study for Rural Water Supply in 4 districts.
March – May 2010	Nepal	Department for International Development (DFID), UK. Juliet Wattebot O'Brien [j-wattebotobrien@dfid.gov.uk]	PFM specialist	Joint Financial Arrangement for joint to support to The Nepal Peace Trust Fund.
Jan 2009 - April 2010	Palestine	Representative office to PA, Breivik Signe Marie [Signe.Marie.Breivik@mfa.no]	Team leader	Appraisal of Education Sector Development Program (EDSP) in Palestine followed by design of a Joint Financial Arrangement for joint to support to EDSP by the governments of Ireland, Finland, Norway and Germany.
Dec 2009 – March 2010	Bangladesh	Asian Development Bank Brajesh Panth [bpanth@adb.org]	Team leader	Fiduciary risk assessment and design of Joint Funding Arrangement for sector budget support to the Primary Education Development Program Phase III.
Nov 2009 – Jan 2013	Tanzania	Royal Norwegian Embassy. Trond Augdal [trond.augdal@mfa.no]	Team leader	Support to the GBS secretariat in formulation and assessment of Performance Assessment Framework (PAF) formulation of relevant Temporary Process Actions (TPA), Outcome indicators and verification processes. Public Financial Management review and other diagnostic studies as input to the verification of PAF achievements.
April – May 2009	Eritrea	GAVI, Switzerland. Jorn Heldrup [jheldrup@gavialliance.org]	Financial Management Assessment	Financial Management Assessment of Government financial management systems and procedures using the Public Expenditure and Financial Accountability (PEFA) framework.

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Jan 2009 – Feb 2010	Tanzania	DfID, Tanzania Tanya Zebroff [t-zebroff@dfid.gov.uk]	Team Leader	Design and implementation of Public Expenditure Tracking Study (PETS) for Education.
June - Nov 2008	Nepal	Royal Norwegian Embassy, Nepal - Camilla Rossaak [camilla.rossaak@mfa.no]. Ministry of Education - Lava Deo Awasthi [lawasthi@hotmail.com]	Team leader	Design of Joint financing arrangements for the School Sector Reform Plan (SSRP) and the Local Governance and Community Development Program (LGCD) programs in Nepal for the Ministry of Education, Ministry of Local Development and Royal Norwegian Embassy, Nepal, on behalf of multiple donors.
Oct/2008	Norway	Norwegian Auditor General, Gry Anette Midtbø [gry-anette.midtbo@Riksrevisjonen.no]	Team Leader	Norwegian Auditor General - Design and implementation of workshop on fiduciary risk related to General Budget Support (GBS). Auditing of General Budget Support.
June 2007- June 2008	Vietnam	Cida, Jacqueline DelimaBaril [Jacqueline DelimaBaril@international.gc.ca]	Team leader	CIDA//Ministry of Finance, Vietnam - Public Expenditure and Financial Accountability (PEFA). Study of three provinces in Vietnam to assess fiduciary risk associated with Treasury procedures for management of program support earmarked specific sectors/programs.
April – May 2007-	Tanzania	The Ministry of Finance and Economic Affairs Zanzibar. Trond Augdal [trond.augdal@mfa.no]	Team leader.	The Ministry of Finance and Economic Affairs Zanzibar/the Ministry of Finance/Union Republic of Tanzania/the Royal Norwegian Embassy of Norway - Public Financial Management project formulation assistance to the Office of the Controller and Auditor General, the House of Representatives Finance and Economic Affairs as well as Public Accounts committees, and the Ministry of Finance and Economic Affairs.
Sept – Nov 2006-	Zanzibar	Royal Norwegian Embassy of Norway. Trond Augdal [trond.augdal@mfa.no]	Team leader	The Ministry of Finance/Royal Norwegian Embassy of Norway - Public Financial Management review of Revolutionary Government of Zanzibar. Application of the Public Expenditure and Financial Accountability (PEFA) review framework for assessing compliance with agreed standards.
Nov – Dec 2005	Vietnam	Royal Norwegian Embassy of Norway, Vietnam Hildegunn Tobiassen [hildegunn.tobiassen@norad.no]	Team leader	The Ministry of Finance/Royal Norwegian Embassy of Norway - Formulation and negotiation of a Joint Financing Arrangement for sector budget support to the National Targeted Program for Education (NTP-E).
June 2004 – Sept 2005	Malawi	OECD/DAC and International Development Institute (IDD) of University of Birmingham.	Team leader	Multidonor evaluation of General Budget Support. Team leader for one of seven country case studies (Malawi) and one of five themes (public financial management).

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May - June 2004	Sri Lanka	Norwegian Agency for Development Cooperation	Team leader	Public Financial Management review of review including review of legal framework, budget process, budget execution including treasury operations and procurement procedures, state accounting, internal auditing and review of state audit functions as input to a process of moving towards untied budget support.
April – Aug 2004	Indonesia, Thailand and China	The Global Fund to fight Aids, Tuberculosis and Malaria	PFM Specialist	Review of the project assessment and monitoring system with focus on the role of sub-contract International Management and Audit firms conducting assessment of implementing agencies and performance of programs. Country case studies of Indonesia, Thailand and China.
February 2004	Nepal	Royal Norwegian Embassy, Nepal	Team leader	WB/ADB/EC/ Denmark, United Kingdom, Norway, Japan, Finland and UNICEF. Joint Financing Arrangement of donor support to the education sector. Designed joint financing arrangement agreement with His Majesty's Gov. of Nepal with focus on issues related to donor pooling arrangement, disbursement mechanism, financial monitoring procedure and arrangement for joint donor monitoring and reviews. Prepared Terms of Reference for donor focal point and technical review missions
Sept – Oct 2003	Ethiopia	Federal Ministry of Health, Ethiopia and Royal Norwegian Embassy, Ethiopia	Financial Management Specialist	Evaluation of Health Sector Development Program (HSDP) phase I and Review of HSDP II. Joint program evaluation and public expenditure review with the Government of Ethiopia and the donor countries of Belgium, Ireland, Netherlands, Norway and Sweden.
Nov – Dec 2003	Nicaragua	Royal Norwegian Embassy, Nicaragua	Team leader	Royal Norwegian Embassy - Review of Government Financial Management in Nicaragua including review of systems and procedures for planning, budgeting, budget execution, accounting (SIGFA) and auditing.
Nov – Dec 2002	Ethiopia	World Bank	Team leader Somali Regional study	Country Financial Accountability Assessment, Ethiopia. Interim study on regional government of Somali Region.
Oct – Nov 2002	Global	OECD/DAC and KfW Development Bank	Team leader	Review of OECD/DAC donors' procedures and requirement for financial reporting and auditing. Developed general principles and guidelines for harmonization of procedures and formats for financial reporting and auditing.
Sept – Nov 2001	Nepal	Royal Norwegian Embassy, Kathmandu	Team Leader	Country Report. Study of donor approaches as input to the process of developing integrated programs and harmonized approaches to reduce Government transaction costs in planning and managing external resources and improve aid effectiveness. Specific review of the Public Expenditure Review Commission work with emphasis on the same issues as mentioned above.

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Nov 2000 – Feb 2001	Norway	Norwegian Ministry of Foreign Affairs	Team Leader	Public Financial Management in SPA Countries. Study for the SPA Working Group on Public Financial Management in SPA countries. Review of international standards, guidelines and assessment mechanisms to identify “best practices” for assessing financial management capacity and procedures in SPA countries.
Sept – Oct 2000	Nicaragua	Norwegian Ministry of Foreign Affairs	Team leader	Review of Government Financial Management in Nicaragua including review of systems and procedures for planning, budgeting, budget execution, accounting and auditing.
Jan – March 2000	Mozambique	DANIDA, Denmark	Team leader	Review of balance of payments support/general budget support to Mozambique including assessment of Government Financial Management Systems and procedures, and formulation of joint program framework for future support linked to reforms in Government financial management.
May - June 1999	Mozambique	Royal Norwegian Embassy, Maputo	Team Leader	Joint Donor Review (JDR) mission on balance of payments/general budget support from Switzerland, Sweden, Denmark, United Kingdom and Norway to Mozambique. Specific focus on fiscal management.
Sept – Oct 1999	Malawi	DANIDA, Denmark	Team Leader	Joint Donor Review on balance of payments/general budget support to Malawi. Specific focus on fiscal management.
Aug 1997 – March 1998	Indonesia, Philippines, Dominican Republic and Zimbabwe	European Union/ETSU-United Kingdom	Economist	Novel financial mechanisms for renewable energy in developing countries. Assessment of four projects in Indonesia, Philippines, Dominican Republic and Zimbabwe to determine best practices in project finance.
March – April 1994	Indonesia	Royal Norwegian Ministry of Foreign Affairs and Asian Development Bank	Team Leader	Appraisal of Micro Finance Project in Indonesia considered for co-financing by Norway with the Asian Development Bank.