

CURRICULUM VITAE

Proposed role in the project:

1. **Family name:** Soeftestad (Søftestad)
2. **First names:** Lars Tov
3. **Date of birth:** 1. October 1947
4. **Nationality:** Norway
5. **Passport holder:** Norwegian

6. Education

Institution (date from - to)	Degree(s) or Diploma(s) obtained:
University of Zurich	PhD candidate (Social anthropology)
University of Oslo (1975-1978)	Cand. Mag. (cross-faculty: social and natural sciences)
University of Bergen (1973-1975)	BA (Social anthropology)

7. Language skills (Indicate competence on a scale of 1-5 (1 basic - 5 excellent))

Language	Reading	Speaking	Writing
Norwegian (mother tongue)			
English	5	5	5
French	2	2	1
German	5	5	3
Bengali	1	1	1

8. Membership of professional bodies

Climate & Development Knowledge Network (CDKN), Roster of Experts • Gerson Lehrman Group, Consulting Mgmt. Platform • Governance Advocacy Forum Bangladesh • Humanitarian Practice Network • Interdisciplinary Research Network on Environmental Communication (ECOResearch) • International Association for Impact Assessment • International Crisis Group • International Federation for Information Processing (IFIP), Working Group 9.4 "Social implications of computers in developing countries" • IUCN, CEESP (incl. Working Groups / Task Forces: Collaborative Management, Culture and Conservation, Environment and Security, Sustainable Livelihoods, TILCEPA) • Norwegian Association for Development Research • Norwegian Evaluation Society • University of Dhaka, Institute for Applied Anthropology (Board Member) • Vista Research, Society of Industry Leaders • Water and Culture Institute (Advisor) • World Resources Institute, Ecosystem Services Experts Network.

9. **Other skills:** Major software packages, incl. CMS, HTML/CSS; Project planning tools, incl. SWOT; Project Cycle Management, incl. Logical Framework Analysis; EU's procedures & rules & regulations for external actions; EU's administrative and procurement procedures; Development and management of databases; Familiar with Paris Declaration on Aid Effectiveness.

10. **Present position:** Freelance international consultant and CEO of Supras Consult Ltd.

11. **Years within the firm:** 11 years.

12. Key qualifications / skills

- More than 25 years of proven working in project management in international development projects, covering the complete project cycle.
- Broad experience in terms of sectors, including: agriculture, biodiversity protection / PA management, fisheries, integrated coastal zone management, integrated water resources management, rangeland management.
- Excellent communication and team-leading management skills.
- Long and solid knowledge of social and environmental issues linked to coastal, marine, rangeland and riparian environments in international and multi-country contexts.
- In-depth knowledge of stakeholder involvement and related issues in the contexts of: accountability, aid harmonization, capacity building and training, change management, co-management, common property resource management, community-based natural resource management (CBNRM), conflict resolution, cross-cultural communication, democratization, education, empowerment, ethnic minorities/indigenous peoples, governance, human rights, ICT and development, informal sector, institutional analysis, inter-agency cooperation, involuntary resettlement, knowledge management, land settlement, legal reform, lifelong learning, needs assessment, network building, non-formal education, participatory approaches, portfolio analysis, poverty assessments, poverty-environment nexus, public-private partnerships (PPP), quality control, regional development, rights-based approaches (RBA), risk assessment, rural finance, social analysis, social assessment, social funds, social impact assessment, social inclusion, social mobilization, social marketing, social networking, social protection, stakeholder analysis, strategic communication, transparency, urban upgrading, weak states and development options.

13. Specific experience in the region

Country	Date from - to
Australia - AU	1/99
Bangladesh - BD	2/83 - 4/87, 1-2/95, 11-12/96, 2-3/98, 8-10/09
Botswana - BW	9/030

Bulgaria - BG	6-7/08, 9/08, 5/09, 6-7/10, 11-12/10, 5/11, 9-10/11
Cameroon - CM	2/06
Canada - CA	4/94, 7-8/96, 8/97, 8/98, 6/99, 7/99, 8/00, 7-8/01, 9-10/04
Central African Rep. - CF	2/06
Chad - TD	2/06
Czech Republic - CZ	8-9/92
Chile - CL	11/06
Denmark - DK	12/09
Egypt - EG	3/04
Estonia - EE	11/07
Ethiopia - ET	10-11/96, 1-2/97
France - FR	11-12/91
Ghana - GH	10-11/95, 3-4/96, 5/96
Hungary - HU	4/08, 9-10/08
India - IN	3-4/95
Indonesia - ID	6-7/06
Italy - IT	4/94, 9/07
Mauritania - MR	4-5/04, 7/04, 6-9/05, 2-6/06 (in the period 4/04 - 6/07 intermittent, total 11 months)
Mexico - MX	8/04
Morocco - MA	7/08
Nepal - NP	4/09, 3/10
Niger - NE	10/98, 2/06
Nigeria - NG	4-5/02, 2/06
Poland - PL	2/08, 2/09, 9/10
Portugal - PT	8-9/90, 4/08
Romania - RO	6/08, 9/08, 12/09, 11/09, 1/10, 7/10, 8-9/10, 12/10, 4-5/11
Serbia - RS	1/02, 4-5/02, 4-6/02
Singapore - SG	5/97
Slovenia - SI	1-2/08, 4/09
South Africa - ZA	9/03
Sri Lanka - LK	3-4/88, 8/89, 2/91, 09-10/91
Sweden - SE	2/88, 4/88, 1/89, 1/91, 8/91, 9/91, 4/92, 2/93, 1/01
Switzerland - CH	10/86 - 12/89, 4/90 - 4/93, 7/94
Thailand - TH	6/94, 9-10/94, 2-3/95
United Kingdom - UK	2-3/00
USA - US	9/80 - 9/81, 9/91, 3/93 - 12/99, 6/00, 5-8/01, 12/03 - 1/04, 8/04, 9/91, 9-10/04, 6/07
Vietnam - VN	6/94, 9-10/94, 2-3/95
Yemen - YE	2-3/05, 8-9/07
Zimbabwe - ZW	6/96

14. Professional experience record

Date, from - to	Location	Company and reference person	Position	Description
7/10 - 4/11	Romania	Speleological Foundation Bucovina, T. Done, tatiana_ingrid@yahoo.com , +40 230 524 944	Team Leader	Stakeholder Analysis. <i>Category:</i> research. <i>Description:</i> analysed project stakeholders in order to devise sustainable projects (impl. with “Ecotourism in Tara Dornelor”, see below). <i>Services:</i> data collection, data analysis, prepared research paper for IASC conf. in Plovdiv, Bulgaria, in Sept. 2011.
4-6/10	Nepal	Norad, H. Thyness, hit@norad.no , +47 222 43 030	Team Leader	Social Inclusion Research Fund (SIRF). <i>Category:</i> project. <i>Description:</i> provision of scholarships and education to ethnic and marginalized people as a means to counter exclusion and support inclusion. <i>Terms:</i> academic research, capacity building, ethnic minority, exclusion, inclusion, institutional development, marginalization, monitoring and evaluation, poverty alleviation. <i>Services:</i> resp. for final evaluation; delivered recommendations for the project’s phase II.
5/09 - 6/10	Bulgaria	Black Sea NGO Network (BSNN), E. Gileva, bsnn@bsnn.org , +359 526 15 856	Team Leader	Community-Based Natural Resource Mgmt. (CBNRM) and Integrated Coastal Zone Mgmt. (ICZM). <i>Category:</i> research. <i>Description:</i> involved local communities and local-level public sector administrations in joint and sustainable management of coastal resources (impl. with “Public Support to the Sustainable Management of Natura 2000 Sites” below). <i>Terms:</i> biodiversity, conflict resolution, MPAs, networking, public information, public participation, strategic communication. EU and Govt. of Norway. <i>Services:</i> engaged civil society and local administrations in joint capacity building.
4/09 - 4/10	Nepal	Norwegian Ass. for Adult Learning, W. Evans, william@vofo.no , +47 224 10 000	Institutional Expert	Mobilization for Development and Education Through Information and Communication Technology. <i>Category:</i> project. <i>Description:</i> built community libraries managed by local people, and organized adult functional education. <i>Terms:</i> adult education, capacity building, ICTs and development, institutional strengthening, inter-agency and inter-ministerial cooperation, lifelong learning. <i>Services:</i> provided strategic advice on how to adapt ICTs to local cultures.
7/08 - 4/11	Romania	Speleological Foundation Bucovina, T. Done, tatiana_ingrid@yahoo.com , +40 230 524 944	Member, Project Mgmt. Committee; Trainer; Institutional Expert	Ecotourism in Tara Dornelor, an Instrument for Sustainable Development. <i>Category:</i> project. <i>Description:</i> integrated approach to utilizing ecotourism and production of renewable energy to advance biodiversity production and sustainable development. <i>Terms:</i> capacity building, conflict resolution, democratization, EU’s PCM approach, governance, institution building, institutional development, local-level planning, monitoring and evaluation, regional integration, trans-boundary institution. <i>Services:</i> delivered training on network building and increased communication between public sector and civil society; performed stakeholder analysis.
9/08 - 9/10	Bulgaria	Black Sea NGO Network (BSNN), E. Gileva, bsnn@bsnn.org , +359 526 15 856	Institutional Expert; Trainer	Public Support to the Sustainable Management of Natura 2000 Sites Along the Black Sea Coast. <i>Category:</i> project. <i>Description:</i> public participation and governance in managing protected coastal areas. <i>Terms:</i> awareness raising, biodiversity protection, capacity building, conflict resolution, democratization, institutional development, integrated coastal zone management, monitoring and evaluation, MPAs, public consultation, regional integration, trans-boundary institution, transparency. <i>Services:</i> delivered training on network building and maintenance; conducted risk analysis and risk assessment; provided strategic advice on how to build relationships between civil society and public sector and manage conflicts; established communication between stakeholders in public sector, civil society and private sector.
9/08 - 5/10	Slovenia	Inst. for Spatial Policies, M. Peterlin, marko.peterlin@ipop.si , +386 159 063 683	Institutional Expert; Trainer	Support for Local Level Planning. <i>Category:</i> project. <i>Description:</i> capacity building of civil society and public sector stakeholders. <i>Terms:</i> capacity building, conflict resolution, democratization, governance, institutional strengthening, local-level planning, monitoring and evaluation, PPPs, social analysis, transparency. <i>Services:</i> delivered capacity building to NGOs.
9-10/08	Hungary	Norwegian Ass. for Adult Learning	Civil Society Expert	Consultations with Civil Society. <i>Category:</i> training. <i>Description:</i> capacity building and networking with Hungarian civil society stakeholders. <i>Services:</i> facilitated consultations between Hungarian and Norwegian civil society representatives.
7/08	Morocco	IFAD, B. Sall, bsall@worldbank.org , +222 535 1017	Institutional Expert	Projet de Développement Rural Dans le Moyen Atlas Oriental. <i>Category:</i> project. <i>Description:</i> rural development. <i>Terms:</i> agricultural inputs, monitoring and evaluation, training. <i>Services:</i> prepared sub-component on monitoring and evaluation.

Date, from - to	Location	Company and reference person	Position	Description
6-9/08	Bulgaria, Romania	Ruse City Council (Bulgaria)	Team Leader; Institutional Expert	Cross-Border Planning and Management of the Danube. <i>Category:</i> training and network building. <i>Description:</i> integrated management of the Danube. <i>Terms:</i> capacity building, MPAs, networking, transboundary institution, transparency, water management. <i>Services:</i> organized consultations and capacity building of stakeholders; discussed the transposition and implementation of key EU protected area legislation, esp. as regards Natura 2000 and its bilateral or cross-country implementation; facilitated establishment of the Danube Capacity Building Network (DCB Net).
2-7/08	Colombia, Ghana	Intl. Ass. for the Study of Commons (IASC)	Team Leader; Institutional Expert	Comparative Study of Coastal Zones in Colombia and Ghana. <i>Category:</i> research. <i>Description:</i> challenges to a rights-based approach to management of coastal resources. <i>Terms:</i> institution, organization, poverty/environment nexus, public participation. <i>Services:</i> presented paper, co-authored with L. Alayon (Univ. of Mass. Amherst), at IASC conf. in Cheltenham, UK, Jul. 2008
2/08	Poland	Norwegian Helsinki Committee	Civil Society Expert	EEA and Norway Grants, Consultation. <i>Category:</i> training. <i>Description:</i> capacity building. <i>Terms:</i> capacity building, networking. <i>Services:</i> facilitated consultations between Polish and Norwegian civil society representatives.
11/07 - 7/08	Bulgaria, Estonia, Hungary, Poland, Portugal, Romania, Slovenia	Norwegian Ministry of Foreign Affairs	Deputy Team Leader; Civil Society Expert	EEA and Norway Grants, national launch workshops. <i>Category:</i> training. <i>Description:</i> consultations with civil society. <i>Terms:</i> capacity building, networking. <i>Services:</i> facilitated consultations between civil society representatives from these countries.
8-10/07	Yemen	IFAD	Deputy Team Leader; Institutional Expert	Dhamar Participatory Rural Development Project. <i>Category:</i> project. <i>Description:</i> rural development. <i>Terms:</i> agricultural inputs, gender, monitoring and evaluation, participatory approaches, poverty alleviation, training. <i>Services:</i> performed social analysis of interventions and achievements.
8-10/07	Yemen	IFAD	Deputy Team Leader; Institutional Expert	Raymah Area Development Project. <i>Category:</i> project. <i>Description:</i> rural development. <i>Terms:</i> agricultural inputs, gender, institutional strengthening, participatory approaches, poverty alleviation, training. <i>Services:</i> performed social analysis of interventions and achievements.
7/06	Indonesia	Norwegian Church Aid	Team Leader	Aceh and Nias Recovery Program. <i>Category:</i> project. <i>Description:</i> review of the results with humanitarian aid after the 2004 tsunami, and plans to shift focus. <i>Terms:</i> humanitarian aid, institutional strengthening, reconstruction. <i>Services:</i> delivered advice on how to make the shift from humanitarian aid and reconstruction efforts to development.
4-6/06	Mauritania	GIZ	Institutional Expert	Gestion Décentralisée des Ressources Naturelles au Guidimagma et Dans le Hodh-el-Gharbi. <i>Category:</i> project. <i>Description:</i> capacity building of local farmers and pastoralists to take control over local natural resources. <i>Terms:</i> conflict resolution, institutional strengthening, local management agreements, monitoring and evaluation, resource mapping. <i>Services:</i> prepared analytical report and paper for IASC conf. in Bali, Indonesia, Jun. 2006.
2-7/06	Cameroon, Central African Republic, Chad, Niger, Nigeria	DFID, GEF, Netherlands Min. of Dev. Cooperation, UNDP, WWF	Deputy Team Leader	Reversal of Land and Water Degradation Trends in Lake Chad Basin River Basin and Ecosystem. <i>Category:</i> project. <i>Description:</i> shrinking of the Lake, in-migration, drought, social and environmental risk scenarios. <i>Terms:</i> capacity building, institutional strengthening, inter-ministerial cooperation, migration, monitoring and evaluation, multi-donor programme, poverty alleviation, regional integration, social/environmental impact assessment, trans-boundary institutions, water management. <i>Services:</i> completed environmental and social risk assessments; provided advice on conflict resolution at the level of the riparian states; discussed approaches to zoning of the uses of the river basin; integration of ICZM and river basin management; communication between stakeholders in public sector, civil society and private sector.
2-6/05	Yemen	World Bank	Member, Task Team; Institutional Expert	Rainfed Agriculture and Livestock Development Project. <i>Category:</i> project. <i>Description:</i> drought, changed migration patterns and poverty addressed through providing training and inputs via traditional institutional mechanisms. <i>Terms:</i> capacity building, institutional design, institutional strengthening, poverty alleviation, social analysis. <i>Services:</i> designed and administered large-scale socio-economic survey; demonstrated capacities of groups, organizations and cooperatives to partner with the project.

Date, from - to	Location	Company and reference person	Position	Description
9/04	Botswana	Supras Consult Ltd., Norwegian ICT Network (Norwegian Univ. of Science and Technology)	Team Leader; Civil Society / Communications Expert	The Use of ICTs to Combat HIV/AIDS. <i>Category:</i> project. <i>Description:</i> research on how use of ICTs in the fight against HIV/AIDS has had important unintended consequences. <i>Terms:</i> communication, knowledge management, monitoring and evaluation, stakeholder analysis, strategic communication, technology vs. culture / social organization. <i>Services:</i> delivered conclusions on how ICTs impact traditional health/medical practitioners, prepared conf. paper.
4/03 - present	Norway	Forum South	Chairperson; Co-founder	Forum South. <i>Category:</i> network building. <i>Description:</i> regional network in Southern Norway on north-south relations and development cooperation that networks public sector, civil society and private sector. <i>Terms:</i> network, strategic communication. <i>Services:</i> manage this regional network.
7/02 - 6/07	Mauritania	GIZ, Govt. of Norway, World Bank	Team Leader	Technology Fosters Tradition. <i>Category:</i> project. <i>Description:</i> traditional practices for control of access to natural resources, and how their disappearance leads to conflicts. <i>Terms:</i> capacity building, commons, conflict resolution, GIS, governance, institutional strengthening, monitoring and evaluation, pastoralism, poverty alleviation, rangelands, stakeholder analysis, trans-boundary institutions, use rights. <i>Services:</i> project management; designed and administered large-scale socio-economic survey
2/02 - 9/04	Serbia	Belgrade City Govt., IFC	Member, Task Team; Institutional Expert	Privatization of the Solid Waste Municipal Company in Belgrade. <i>Category:</i> project. <i>Description:</i> privatization of the municipal waste management company and resulting large-scale social and economic changes. <i>Terms:</i> conflict resolution, firm restructuring, institution strengthening, poverty, PPPs, Roma. <i>Services:</i> designed and administered environmental and social impact analyses; designed and implemented large-scale willingness-to-pay survey.
1-5/02	Nigeria	Lagos State Govt., World Bank	Member, Task Team; Institutional Expert	Lagos Metropolitan Development and Governance Project. <i>Category:</i> project. <i>Description:</i> urban upgrading and capacity building. <i>Terms:</i> governance, institutional strengthening, monitoring and evaluation, poverty alleviation, water management. <i>Services:</i> social assessment; guided beneficiaries in connection with planning and construction of community facilities for water and sanitation; discussed project management approaches to zoning of the uses of the coastal zone; argued in favour of integrating ICZM and river basin management.
1/00 - present	Bulgaria, Norway	Supras Consult Ltd., Supras Ltd.	CEO; Founder/Owner	Supras Ltd (Norway) and Supras Ltd (Bulgaria). <i>Category:</i> firm. <i>Description:</i> development cooperation, aid and investment operations in developing and transition economies. <i>Terms:</i> capacity building, institutional analysis, knowledge management, networking, participation, project management, social analysis, strategic communication. <i>Services:</i> project management (complete project cycle) including related activities.
1/00 - present	Global	CBNRM Networking	Chairperson; Founder	CBNRM Networking. <i>Category:</i> network building. <i>Description:</i> NGO and global networking on community-based natural resource management. <i>Terms:</i> capacity building, democratization, governance, institutional strengthening, knowledge management. <i>Services:</i> managing this NGO.
9/98 - 12/99	Global	World Bank	Institutional Expert; Trainer	World Bank Institute, Training program. <i>Category:</i> training. <i>Description:</i> training activities, online and face-to-face. <i>Terms:</i> capacity building, institutional reform, involuntary resettlement. <i>Services:</i> organized and delivered training to the Bank's Borrowers.
9-11/98	Niger	World Bank	Institutional Expert; Trainer	Regional Workshop on CBNRM for West Africa. <i>Category:</i> training. <i>Description:</i> training for the Bank's Borrowers. <i>Terms:</i> capacity building, evaluation, governance, institutional strengthening, networks. <i>Services:</i> prepared and coordinated training for Bank regional staff and project staff.
7-10/98	Italy	FAO, World Bank	Team Leader; Institutional Expert	Preparatory Meeting, "Forum for Sustainable Fisheries." <i>Category:</i> policy work. <i>Description:</i> policy level collaboration between FAO and World Bank on global fisheries. <i>Terms:</i> sustainable fisheries, agency collaboration. <i>Services:</i> resp. for preparing the meeting on behalf of the World Bank.
6-9/98	Bangladesh	DFID, GEF, World Bank	Member, Task Team; Institutional Expert	Aquatic Biodiversity Conservation Project. <i>Category:</i> project. <i>Description:</i> impl. with "Fourth Fisheries Project" (below). <i>Terms:</i> biodiversity, capacity building, fish production, food security, multi-donor programme, institutional strengthening, participation. <i>Services:</i> provided analysis of the role of local culture and social organization for securing the involvement of local fishers.

Date, from - to	Location	Company and reference person	Position	Description
5/98 - present	Africa, South Asia, Eastern Asia and the Pacific	World Bank	Founder; Programme Coordinator	Community-Based Natural Resource Management Network (CBNRM Net). <i>Category:</i> network building. <i>Description:</i> networking stakeholders globally on knowledge sharing, towards building consensus and contributing to setting standards. <i>Terms:</i> capacity building, CBNRM, democratization, governance, knowledge management, regional integration. <i>Services:</i> pioneered use of Internet and email in network building and regional integration, prepared website, published newsletters.
4/98	United States	World Bank	Trainee	Program Design Workshop: Coastal Zone Uses and Marine Biodiversity Conservation. <i>Category:</i> training. <i>Description:</i> training for Bank staff on designing investment projects in coastal zones. <i>Terms:</i> coastal zone management, biodiversity conservation, marine. <i>Services:</i> contributed my experiences with “Ghana Economic and Sector Work on Integrated Coastal Zone Management” (below) and “Bangladesh Fourth Fisheries Project” (below).
1/98 - 6/99	Sub-Saharan Africa, Global	World Bank	Team Leader	Community-Based Natural Resource Management (CBNRM). <i>Category:</i> training. <i>Description:</i> CBNRM as a tool in Bank operations. <i>Terms:</i> capacity building, democratization, governance, knowledge management. <i>Services:</i> organized intl. workshop on CBNRM with follow-up networking, training and research activities in the World Bank’s member countries.
3/97- 3/99	Bangladesh	DFID, GEF, World Bank	Member, Task Team; Institutional Expert	Fourth Fisheries Project. <i>Category:</i> project. <i>Description:</i> increase fish production by providing inputs and capacity building throughout the value chain (impl. with “Aquatic Biodiversity Conservation Project” above). <i>Terms:</i> institutional strengthening, multi-donor programme, poverty alleviation, private sector restructuring, water management. <i>Services:</i> worked on inter-agency, international and inter-ministerial cooperation; designed the Collaborative Management Model; conducted stakeholder analysis and social assessment.
6-9/97	Canada	FAO, World Bank	Team Leader; Institutional Expert	Conference “The Summit of the Sea.” <i>Category:</i> policy work. <i>Description:</i> FAO and World Bank policy-level conference to discuss joint action on global fisheries management. <i>Terms:</i> over-fishing, sustainable management. <i>Services:</i> coordinated pre-conference activities, preparation of joint World Bank and FAO position paper “Towards Sustainable Fisheries: A Draft Strategy of FAO and the World Bank,” and post-conference activities including preparation of a joint statement.
2-5/97	Singapore	Govt. of Singapore, World Bank	Team Leader; Institutional Expert; Trainer	Training program on “Coastal and Marine Environmental Management in Asia and the Pacific.” <i>Category:</i> training. <i>Description:</i> training for regional public sector staff. <i>Terms:</i> coastal zone management, policy reform, sustainable management. <i>Services:</i> delivered training on “Priority setting: Social Dimensions of Policy Formulation.”
1-3/97	Australia	FAO, Govt. of Australia, World Bank	Member, Expert Group; Institutional Expert	International Expert Group on Sustainability Indicators for Marine Capture Fisheries. <i>Category:</i> policy work. <i>Description:</i> evaluation of project portfolios and research on global indicators for marine capture fisheries. <i>Terms:</i> fisheries, indicators, trans-boundary institutions. <i>Services:</i> delivered analytical and policy inputs on management, culture and social organization.
7/96 - 8/01	Canada	International Ocean Institute	Lecturer; Trainer	Summer courses on the UN Convention on the Law of the Sea, Its Implementation and Agenda 21. <i>Category:</i> training. <i>Description:</i> training on the Law of the Sea. <i>Terms:</i> capacity building, governance, multi-donor programme, resource management, trans-boundary institution. <i>Services:</i> delivered courses on the World Bank’s rationale and mode of operation, fisheries, and the Intl. Ocean Institute as a trans-boundary organization.
4/96 - 12/99	Global	World Bank	Co-founder; Co-chair	Fisheries and Aquaculture Thematic Group. <i>Category:</i> network building. <i>Description:</i> international network of fisheries / ICZM experts. <i>Terms:</i> fisheries, institutional strengthening, network. <i>Services:</i> org. workshops; prepared website; published newsletter.
10/96 - 2/97	Ethiopia	World Bank	Member, Task Team; Institutional Expert	Social Rehabilitation and Development Fund Project. <i>Category:</i> project. <i>Description:</i> access to funding for small local infrastructure projects, implemented by local people. <i>Terms:</i> capacity building, gender, institutional strengthening, monitoring and evaluation, poverty alleviation, small-scale village projects. <i>Services:</i> completed social assessment of beneficiaries; identified gendered aspects; negotiated partnerships between public sector and civil society.
2/96	Global	Texas Institute for Applied Env. Research (TiAER), UNEP, World Bank	Institutional Expert	UNEP’s Rapid Integrated River Basin Management (RIRBM) model. <i>Category:</i> training. <i>Description:</i> intl. workshop on RIRBM. <i>Terms:</i> capacity building, institutional strengthening, modelling, regional integration, river basin management, water management. <i>Services:</i> gave training on social assessment; advised on how to build these tools into RIRBM.

Date, from - to	Location	Company and reference person	Position	Description
1-6/96	Bangladesh	World Bank	Team Leader; Institutional Expert	Marginalized Populations in Development Projects. <i>Category:</i> policy work. <i>Description:</i> prepared tools and documents aimed at involving and integrating marginalized project beneficiaries. <i>Terms:</i> ethnic minority, indigenous peoples. <i>Services:</i> prepared country profile on ethnic minorities and indigenous peoples.
9/95 - 9/96	Ghana	Ghana Environmental Protection Agency (EPA), World Bank	Deputy Team Leader	Integrated Coastal Zone Management. <i>Category:</i> Economic and Sector Work (ESW). <i>Description:</i> ESW for Ghana's coastal zone. <i>Terms:</i> capacity building, chieftaincy, culture, institutional strengthening, sector planning, social organization, stakeholder analysis, water management. <i>Services:</i> pioneered use of ZOPP consultations; analyzed and designed cultural and traditional knowledge components; addressed how to integrate ICZM and river basin management.
4-7/95	Global	World Bank	Researcher; Author	Projects and Participation. <i>Category:</i> policy work. <i>Description:</i> role of participation in preparing sustainable projects. <i>Terms:</i> capacity building, consultation, governance, inclusion, institutional strengthening, participatory approaches, project cycle, transparency. <i>Services:</i> co-authored seminal Bank publication on how to use participatory approaches in the project cycle, incl. in working with ethnic minorities and marginalized populations.
12/94 - 12/96	Bangladesh	DFID, World Bank	Member, Task Team; Institutional Expert	Third Fisheries Project. <i>Category:</i> project. <i>Description:</i> increase capture fisheries and aquaculture production through provision of inputs and capacity building. <i>Terms:</i> biodiversity conservation, institutional reform, institutional strengthening, multi-donor programme, participative approaches, poverty alleviation, PPPs. <i>Services:</i> completed social analysis; pioneered involvement of NGOs and civil society; facilitated inter-agency cooperation; negotiated partnerships between public sector, private sector and civil society stakeholders; analyzed Bangladesh as a weak state and the implications for the role of civil society.
6/94 - 3/95	Vietnam	World Bank	Member, Task Team; Institutional Expert	Primary Education Project. <i>Category:</i> project. <i>Description:</i> bilingual primary education for ethnic minorities. <i>Terms:</i> capacity building, conflict resolution, institutional development, monitoring and evaluation, stakeholder analysis. <i>Services:</i> conducted social assessment of ethnic minorities; provided advice on how to extend the project to marginalized beneficiaries.
11/94 - 2/95	Seychelles	SAREC, World Bank	Institutional Expert	National Workshop on Integrated Coastal Zone Management. <i>Category:</i> training. <i>Description:</i> coastal zone management with emphasis on policy reform and sustainable management. <i>Services:</i> Prepared training module on "Community Participation in Coastal Zone Management."
1/94 - 12/99	Global	World Bank	Founder; Team Leader	Common Property Resource Management Network (CPRNet). <i>Category:</i> network building. <i>Description:</i> network on common property resources in World Bank projects, for World Bank staff and international experts. <i>Terms:</i> human rights, institutional strengthening, networking. <i>Services:</i> coordinated this global network; provided training for World Bank staff.
1/94 - 12/96	Global	World Bank	Team Leader	Operational Directive 4.20 (indigenous peoples) and 4.10 (involuntary resettlement). <i>Category:</i> policy work. <i>Description:</i> the World Bank's operational guidelines for projects involving ethnic minorities and involuntary resettlement. <i>Terms:</i> compensation, monitoring and evaluation. <i>Services:</i> coordinated review of ODs, including consultations with international civil society and public sector stakeholders.
4-7/94	Global	World Bank	Institutional Expert	Human Rights and Ethnic Minorities. <i>Category:</i> policy work. <i>Description:</i> human rights for ethnic minorities as a development issue. <i>Terms:</i> ethnic minority, human rights. <i>Services:</i> analytical/policy work on the World Bank's work on human rights and ethnic minorities / indigenous peoples globally; presented position papers to the UN Human Rights Commission at Geneva.
9/93 - 12/94	Black Sea Region	GEF, World Bank	ICZM and Fisheries Expert	GEF Black Sea Environment Program (BSEP). <i>Category:</i> project. <i>Description:</i> methodologies for integrated coastal zone management. <i>Terms:</i> biodiversity protection, environmental economics, fisheries, pollution monitoring. <i>Services:</i> prepared and appraised activities in the areas of fisheries, ICZM and IWRM.
4/93 - 4/94	Global	World Bank	Member, Task Force	Bank-wide Involuntary Resettlement Task Force. <i>Category:</i> policy work. <i>Description:</i> evaluation of the World Bank's project portfolio on involuntary resettlement. <i>Terms:</i> exclusion, indicators, monitoring and evaluation. <i>Services:</i> responsible for analytical work on marginalized minorities.
4-6/92	India, Global	Swedish Ministry of Finance	Sr Advisor	Involuntary Resettlement and Development. <i>Category:</i> policy work. <i>Description:</i> analysis of involuntary resettlement. <i>Services:</i> prepared analysis of involuntary resettlement in the World Bank's Sardar Sarovar projects in India.

Date, from - to	Location	Company and reference person	Position	Description
2-12/91	Sri Lanka	Sida	Team Leader	Nuwara Eliya Hydropower Project. <i>Category:</i> project. <i>Description:</i> production of hydro-electric power. <i>Terms:</i> involuntary resettlement, monitoring and evaluation. <i>Services:</i> evaluated involuntary resettlement component.
1-12/91	Sri Lanka	Sida	Deputy Team Leader	Integrated Rural Development Projects. <i>Category:</i> project. <i>Description:</i> IRDP project, incl. provision of agricultural inputs and training. <i>Terms:</i> capacity building, IRDPs, monitoring and evaluation. <i>Services:</i> evaluated Sida's IRDP portfolio.
4/90 - 4/93	Switzerland	University of Zurich	Assistant Professor	Curriculum on Applied Anthropology. <i>Category:</i> training. <i>Description:</i> training. <i>Terms:</i> capacity building, ethnic minorities, human rights, involuntary resettlement. <i>Services:</i> developed new and pioneering curriculum on minorities, human rights and involuntary resettlement.
2/88 - 8/89	Sri Lanka	Sida	Team Leader	Kotmale Hydropower Project. <i>Category:</i> project. <i>Description:</i> hydro-electric power and involuntary resettlement. <i>Terms:</i> compensation, monitoring and evaluation, settlement planning. <i>Services:</i> designed and administered large-scale recall socio-economic study of more than 20.000 persons that were resettled involuntary; managed multi-disciplinary team.
10/86 - 10/89	Switzerland	University of Zurich	Lecturer	Curriculum in Ecology, Economics and Human Rights. <i>Category:</i> training. <i>Description:</i> development of new curricula and training. <i>Services:</i> delivered undergraduate and advanced courses on ecology, economics and human rights.
6/85 - present	Bangladesh	University of Dhaka	Lead Researcher	Traditional Fisheries as a Subsistence Adaptation. <i>Category:</i> research. <i>Description:</i> subsistence and change in the <i>haors</i> area. <i>Terms:</i> farming, fishing, informal credit, micro-finance, subsistence adaptation. <i>Services:</i> research changing patterns and determinants of subsistence adaptation among poor farmers and fishers; focus on the role of traditional and new financial services for poverty and food security.
4/85 - 10/86	Bangladesh	Dutch Aid, Sida	Member, Study Team; Institutional Expert	Sandwip Cross-dam Development Scheme. <i>Category:</i> project. <i>Description:</i> building a dam to the island of Sandwip to prevent erosion and make new land available for settlement. <i>Terms:</i> land reclamation, multi-donor programme, poverty alleviation, settlement planning. <i>Services:</i> conducted social impact analyses of the land settlement and the fisheries sector.
3/85 - 9/86	Bangladesh	Dutch Aid, Sida	Member, Study Team; Institutional Expert	Delta Land Accretion and Settlement Planning. <i>Category:</i> project. <i>Description:</i> increase of habitable areas in the delta and planning for settlement on <i>char</i> lands. <i>Terms:</i> land reclamation, multi-donor programme, poverty alleviation, settlement planning. <i>Services:</i> conducted social impact and social risk analysis.
1/85 - 6/87	Bangladesh	Rural Dev. & Health Center Foundation	Team Leader; Administrative	Fish Culture Programme. <i>Category:</i> project. <i>Description:</i> aquaculture. <i>Terms:</i> aquaculture, institution building, poverty alleviation. <i>Services:</i> prepared, implemented, managed and evaluated aquaculture production facilities.
4/83 - 4/87	Bangladesh	Rural Dev. & Health Center Foundation	Research Officer	Health and Development. <i>Category:</i> research. <i>Description:</i> analysed health data to aid in optimal targeting and delivery of health related services. <i>Terms:</i> data collection, demographics, monitoring and evaluation. <i>Services:</i> collected and analysed data on demographics and health; designed and implemented monitoring and baseline research program.
5/83 - 12/86	Bangladesh	Norad	Team Leader	Gono Unnayan Prochesta & K.R.B. Fishery and Irrigation Project. <i>Category:</i> project. <i>Description:</i> fisheries and irrigation project emphasizing education and health. <i>Terms:</i> agriculture, capacity building, monitoring and evaluation, social analysis, social assessment. <i>Services:</i> evaluated several Norad projects; demonstrated importance of using a social perspective.
1/83 - 4/87	Bangladesh	Norwegian Research Council	Researcher; Graduate Student	Traditional Fisheries. <i>Category:</i> research. <i>Description:</i> fisheries, culture and development. <i>Terms:</i> fisheries. <i>Services:</i> anthropological field work on traditional inland fisheries, incl. social organization, ecology and economics.

15. **Other relevant information**

Projects and investment operations. Portfolio of projects and operations at: supras.biz/portfolio/projects.

Documents. Covers published work, papers, presentations, and project documents, available at: www.supras.biz/library. Topics: accountability, capacity building, co-management, community-based natural resource management (CBNRM), communication, conflict resolution, ethnic minorities / indigenous peoples, fishing, human rights, ICT and development, involuntary resettlement, institutional analysis, institutional development / strengthening, integrated coastal zone management, knowledge management, legal reform, monitoring and evaluation, network building and management, participatory approaches / methodologies, property rights, rangeland management, regional integration, risk management, strategic communication, trans-boundary institutions, transparency, water management.

Images. Visual process documentation of applied work available at: flickr.com/supras/collections.

Conferences and workshops. Participation in conferences and workshops, and papers prepared and presented, available at: supras.biz/portfolio/conferences.

Professional trainings.

Institution (date from - to)	Certificates
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World Bank (Jan-Mar 1994)	Institutions and reform (Professional & Technical Program)
World Bank (Apr-Jun 1995)	Participatory approaches & tools (Professional & Technical Program)
World Bank (Mar 1996)	Economics of poverty (Professional & Technical Program)
World Bank (Sep-Nov 1996)	Social development issues in the CAS (Professional & Technical Program)
World Bank (Apr 1996)	Program design workshop: Coastal zone uses and marine biodiversity conservation
World Bank (Apr-May 1998)	Training program design workshop (Professional & Technical Program)
World Bank (Nov-Dec 1998)	Environment for non-environmentalists (Professional & Technical Program)
World Bank (Jan 1999)	Application of the Bank's environmental and social safeguard policies (Professional & Technical Program)
World Bank (Feb 1999)	Human rights – a legal perspective (Professional & Technical Program)
EU, Grundtvig Programme (Sept 2010)	Effective project management for the adult education staff