

CURRICULUM VITAE

Capacity building and training • Negotiation skills • Policy formulation • Project management
Safeguard policies • Social and cultural aspects of development interventions • Social/institutional analyses • Social assessment/analyses • Strategic communication • Team leadership

PERSONAL

Name Mr. Lars T. SOEFTESTAD (SØFTESTAD)
Nationality Norway
Passport holder Norwegian
Language skills Bangla (speaking: basic), English (fluent), French (speaking: basic, reading: basic), German (fluent), Norwegian (mother tongue)

PROFILE

- More than 25 years of proven working in project management, covering the whole project cycle.
- Broad experience in terms of sectors and issues, including: agriculture, coastal zone management, education, ethnic minorities/indigenous peoples, fisheries, involuntary resettlement, land settlement, lifelong learning, non-formal education, private sector restructuring, public-private partnerships (PPPs), rangeland management, risk management, rural finance, social funds, urban upgrading, water resources management.
- Solid experience in participatory evaluation of poverty alleviation projects.
- Extensive experience in relevant methods and survey design: community development, data collection, evaluation, institutional analysis, M&E, needs assessment, participatory approaches, social and institutional analysis/assessment, poverty/social impact assessment, community-based social marketing to foster adoption of behavioral changes in support of sustainability, stakeholder analysis.
- In-depth knowledge and understanding of: accountability, aid harmonization, capacity building and training, change management, civil society as a driver of change, co-management, common property resource management, community-based natural resource management (CBNRM), conflict resolution, cross-cultural communication, democratization, empowerment, EU's procedures & rules & regulations for external actions, gender & other cross-cutting issues, governance, human rights, ICTs and development (incl. social networking and Web 2.0), informal sector as a driver of change, inter-agency cooperation, knowledge management, legal reform, network building, portfolio analysis, poverty assessments, poverty-environment nexus, quality control, regional development, rights based approach (RBA), social inclusion, social mobilization, social networking, social protection, staffing, strategic communication (incl. establishing constructive relations between public sector, private sector and civil society), transparency, weak states and development options.
- Experience with working in a multi-disciplinary team.
- Excellent drafting and analytical skills.
- Funding agency experience: DFID, Dutch Aid, EU, GEF, Gerson Lehrman Group, Govt. of Norway, GIZ, IFAD, IFC, ILO, Norad, Sida, UNDP, UNOPS, USAID, World Bank, and private sector firms and NGOs.
- Countries of experience: Australia, Bangladesh, Botswana, Bulgaria, Cameroon, Canada, Central African Republic, Chad, Chile, Estonia, Ethiopia, Ghana, Hungary, India, Indonesia, Italy, Mauritania, Mexico, Morocco, Nepal, Niger, Nigeria, Poland, Portugal, Romania, Serbia, Slovenia, Sri Lanka, Sweden, Switzerland, Thailand, USA, Viet Nam, Yemen.

TRANSFERABLE SKILLS

- **Managerial qualities** – Accomplished in leadership, planning and organization. Strong focus on quality standards.
- **Professional qualities** – Specialist knowledge in key areas of concern. Emphasis on problem-solving and analysis. Accomplished in oral and written communication.
- **Entrepreneurial qualities** – View issues in terms of costs, profits and added value. Give emphasis to creativity and innovation. Concerned with making decisions, taking initiatives, originating action and strategic thinking. Demonstrated ability to connect diverse societal categories and stakeholders and create enduring alliances, including knowledge management and use of ICTs.
- **Personal qualities** – Interact with others in a sensitive and effective way. Adapt easily to changing demands and conditions. Strong enthusiasm and commitment for work goals.

RECORD OF EMPLOYMENT

2003-present **Forum South** – *Location:* Kristiansand, Norway. *Position:* Chairperson. *Responsibilities:* networking with network members in public sector, private sector and civil society that work on development cooperation and north-south relations.

2000-present **Supras Consult Ltd.** – *Location:* Kristiansand, Norway. *Position:* CEO. *Responsibilities:* business management, operations and projects, research.

- 2000-present **CBNRM Networking** – *Location*: Kristiansand, Norway. *Position*: Chairperson. *Responsibilities*: Coordinate activities of this NGO with activities of CBNRM Net and Supras Consult.
- 1998-1999 **World Bank**, World Bank Institute, Environment Unit (WBIEN) – *Location*: Washington, D.C., USA. *Position*: Anthropologist. *Responsibilities*: capacity building and training, ICT-based network management.
- 1998-present **Community-Based Natural Resource Management Network** (CBNRM Net) – *Location*: Kristiansand, Norway. *Position*: Coordinator. *Responsibilities*: management, networking, project implementation, research, writing.
- 1996-1997 **World Bank**, South Asia Vice Presidency, Environment and Natural Resources Division / Asia Technical Group (ASTEN) – *Location*: Washington, D.C., USA. *Position*: Anthropologist. *Responsibilities*: analytical and policy work, operations and projects, research.
- 1994-1996 **World Bank**, Sustainable Development Vice Presidency, Environment Dept., Social Policy Unit (ENVSP) – *Location*: Washington, D.C., USA. *Position*: Anthropologist. *Responsibilities*: capacity building and training, network building and maintenance, operations and projects, policy work.
- 1993-1994 **World Bank**, Sustainable Development Vice Presidency, Environment Dept., Central Unit (ENVDR) – *Location*: Washington, D.C., USA. *Positions*: Anthropologist and Member, Bank-Wide Involuntary Resettlement Task Force. *Responsibility*: analysis of the World Bank's portfolio of projects involving involuntary resettlement.
- 1992 **Swedish Ministry of Finance** – *Location*: Stockholm, Sweden. *Position*: Consultant. *Responsibility*: advisor on involuntary resettlement.
- 1990-1993 **University of Zurich**, Dept. of Social Anthropology – *Location*: Zurich, Switzerland. *Position*: Assistant Professor. *Responsibilities*: administration, research, teaching undergraduate and graduate courses (economics, ethnic minorities/indigenous peoples, human rights).
- 1985-1992 **Swedish International Development Cooperation Authority** (Sida) – *Location*: Stockholm, Sweden. *Position*: Consultant. *Responsibilities*: evaluation of Sida-supported projects in Bangladesh and Sri Lanka.
- 1983-1987 **Rural Development and Health Center Foundation** (RDHCF) – *Location*: Pagla Bazar, Sylhet, Bangladesh. *Positions*: Research Officer & Member, Steering Committee, Fish Culture Programme. *Responsibilities*: project administration and staffing, research.
- 1983-1986 **Norwegian Agency for International Development** (Norad) – *Location*: Dhaka, Bangladesh. *Position*: Consultant. *Responsibility*: Evaluation of projects in Bangladesh.

PROFESSIONAL EXPERIENCE RECORD (SELECTED)

- 2008-2011 **Romania** – Speleological Foundation Bucovina; Adviser, Trainer and Member, Project Management Committee; "Ecotourism in Tara Dornelor, an instrument for sustainable development"; funded by EU/Govt. of Norway; project preparation/implementation. *Issues/Achievements*: capacity building, conflict resolution, democratization, ecotourism, EU's PCM approach, institution building, local-level planning, renewable energy, delivered training on network building, performed stakeholder analysis.
- 2003-present **Norway** – Forum South; Co-founder and Chairperson; URL: www.forumsor.no. *Issues/Achievements*: regional network in southern Norway for stakeholders in public sector, civil society and private sector that work on development assistance.
- 2000-present **Norway** – Supras Consult; Founder, Owner and CEO; URL: www.supras.biz; consulting firm. *Issues/Achievements*: works on development cooperation, aid and investment operations in developing and transition economies, provides advice and services in several sectors and areas, incl. capacity building, networking, participation, social analysis and strategic communication.
- 2000-present **Global** – CBNRM Networking; Founder and Chairperson; URL: www.cbnrm.com. *Issues/Achievements*: NGO, works on governance, democratization and capacity building in natural resource management, collaborates with CBNRM Net.
- 1998-present **Global** – World Bank; Founder and Coordinator; Community-Based Natural Resource Management Network (CBNRM Net); URL: www.cbnrm.net. *Issues/Achievements*: global network of stakeholders in public sector, private sector and civil society, pioneered use of Internet and email in network building, aimed at connecting Bank staff with external experts, today an NGO.
- 1985-present **Bangladesh** – University of Dhaka, Institute for Applied Anthropology; Lead Researcher; Subsistence and change in the *haors* area of Bangladesh. A long-term study"; research project. *Issues/Achievements*: changing patterns and determinants of subsistence adaptation among extreme and ultra-poor farmers and fishers, focus on the role of traditional (i.e. money-lending) and new (i.e. micro-finance) financial services for poverty and food security.
- 2008-2010 **Bulgaria** – Black Sea NGO Network; Adviser and Trainer; "Public support to the sustainable management of Natura 2000 sites along the Bulgarian Black Sea coast"; funded by EU/Govt. of Norway; project preparation/implementation. *Issues/Achievements*: biodiversity protection, capacity building, coastal zone management, democratization, public consultation, delivered training in network building.

- 2010 **Nepal** – Norad; Evaluator and Team Leader; “Social Inclusion Research Fund” (SIRF); evaluation. *Issues/Achievements*: provision of academic research grants to counter social exclusion of marginalized groups (incl. ethnic minorities), responsible for participatory evaluation, submitted recommendations on how to increase social inclusion.
- 2008-2010 **Slovenia** – Institute for Policies of Space; Adviser and Trainer; “Support for local level planning”; funded by EU/Govt. of Norway; project preparation/implementation. *Issues/Achievements*: capacity building, civil society, conflict resolution, democratization, governance, local-level planning, PPPs, private sector, public sector, social analysis, transparency, gave training for NGOs.
- 2009-2010 **Nepal** – Norwegian Association for Adult Learning; Advisor and Evaluator; “Mobilization for development and education through information and communication technology”; funded by Norad; project preparation. *Issues/Achievements*: adult education, ICT4D, inter-agency and inter-ministerial cooperation, lifelong learning.
- 2009 **Poland** – Norwegian Ministry of Finance; Civil society expert; EEA and Norway Grants workshop. *Issues/Achievements*: networking consultations with NGO/civil society representatives.
- 2008 **Hungary** – Norwegian Association for Adult Learning; Civil society expert. *Issues/Achievements*: networking consultations with NGO/civil society representatives.
- 2008 **Bulgaria, Romania** – CBNRM Networking; Facilitator. *Issues/Achievements*: trans-boundary cooperation, organized consultations of stakeholders in public sector and civil society towards facilitating joint management of the Danube.
- 2008 **Morocco** – UNOPS, for IFAD; Consultant; “Projet de développement rural dans le Moyen Atlas Oriental”; preparation. *Issues/Achievements*: prepared inputs on the M&E system.
- 2007-2008 **Bulgaria, Estonia, Hungary, Poland, Portugal, Romania, Slovenia** – Norwegian Ministry of Foreign Affairs; civil society expert; national launch workshops for EEA and Norway Grants. *Issues/Achievements*: networking with NGO/civil society representatives.
- 2007 **Yemen** – UNOPS, for IFAD; Key expert; “Dhamar participatory rural development project” and Raymah area development project”; evaluations. *Issues/Achievements*: gender, participatory approaches, poverty alleviation, performed social analyses of interventions and achievements.
- 2006 **Indonesia** – Norwegian Church Aid; Evaluator; “Aceh and Nias recovery program”; monitoring. *Issues/Achievements*: advised on the shift from reconstruction to development following the December 2004 tsunami.
- 2006 **Mauritania** – GTZ; Researcher; “Gestion décentralisée des ressources naturelles au Guidimagha et dans le Hodh-el-Gharbi”; project evaluation and research. *Issues/Achievements*: conflict resolution, local management agreements, resource mapping, paper for conference.
- 2006 **Cameroon, Central African Republic, Chad, Niger, Nigeria** – UNDP, GEF and UNOPS; Key expert and Member, Preparation Team; “Reversal of land and water degradation trends in the Lake Chad Basin ecosystem”; project preparation/evaluation. *Issues/Achievements*: migration, inter-agency, international and inter-ministerial cooperation, poverty alleviation, social/environmental impact assessment, completed environmental and social risk assessments.
- 2005 **Yemen** – World Bank; Key expert and Member, Task Team; “Rainfed agriculture and livestock project”; preparation. *Issues/Achievements*: institutional design, poverty alleviation, social analysis, designed and conducted large-scale socio-economic survey, demonstrated the capacities of groups, organizations and cooperatives to partner with the project.
- 2004 **Botswana** – Supras Consult; Civil society/communications expert; “The use of ICTs to combat HIV/AIDS”; research. *Issues/Achievements*: communication, knowledge management, stakeholder analysis, strategic communication, technology vs. culture/social organization, delivered conclusions to the effect that ICTs alienate traditional sectors.
- 2004-2007 **Mauritania** – World Bank, with GTZ; COP; “Technology fosters tradition”; project preparation/implementation/evaluation. *Issues/Achievements*: conflict resolution, GIS, institutional capacity building/reform, local natural resource use patterns, pastoralism, poverty alleviation, rangelands, stakeholder analysis, designed and implemented large-scale socio-economic survey on traditional ownership and use rights, conducted stakeholder meetings.
- 2002-2004 **Serbia** – IFC; Key expert and Member, Task Team; “Privatization of the solid waste municipal company in Belgrade”; project identification. *Issues/Achievements*: conflict resolution, firm restructuring, institution building, PPPs, Roma, designed and administered environmental and social impact analyses of and with Roma, and willingness-to-pay survey.
- 2002 **Nigeria** – World Bank; Advisor; “Lagos metropolitan development and governance project”; monitoring/evaluation. *Issues/Achievements*: poverty alleviation, urban upgrading, conducted social assessment of beneficiaries, guided beneficiaries in connection with construction of community facilities for water and sanitation.
- 1998-1999 **Global** – World Bank; Key expert and Trainer. *Issues/Achievements*: organized and delivered capacity building and training on institutional reform and involuntary resettlement.

- 1998 **West Africa, Niger** – World Bank; Key expert and Trainer; “Regional workshop on CBNRM for West Africa”. *Issues/Achievements*: capacity building, network building, prepared and coordinated training in Niger.
- 1998 **Bangladesh** – World Bank, for GEF; Key expert and Member, Task Team. “Aquatic biodiversity conservation project”, preparation. *Issues/Achievements*: aquatic biodiversity, fish production, food security, provided analysis of the role of local culture and social organization for achieving involvement of local fishers in achieving the project goal.
- 1998 **Bangladesh** – World Bank, for IDA, with DFID and GEF; Key expert and Member, Task Team; “Fourth fisheries project”; preparation. *Issues/Achievements*: civil society, co-management, institutional capacity building/ reform, poverty alleviation, private sector restructuring, sector re-structuring, worked on inter-agency, international and inter-ministerial cooperation, designed the Collaborative Management Model, conducted social assessment.
- 1998-1999 **Global** – World Bank; Key expert and Trainer; “Capacity-building and training on CBNRM”. *Issues/Achievements*: organized international workshop on CBNRM (May 1998, Washington, D.C., USA), with follow-up networking, training and research activities.
- 1997 **Global, Australia** – FAO and World Bank; Key expert and Member, Expert Group; FAO’s “International expert group on sustainability indicators for marine capture fisheries”; portfolio evaluation and research. *Issues/Achievements*: delivered analytical and policy inputs on culture and social organization.
- 1996-2001 **Global, Canada** – International Ocean Institute; Lecturer and Trainer; “Summer Course on the UN Convention on the Law of the Sea, its implementation and Agenda 21”. *Issues/Achievements*: prepared and delivered courses on “The Role of the World Bank” and “Fisheries: an anthropological perspective”.
- 1996-1999 **Global** – World Bank’s Fisheries and Aquaculture Thematic Group (FishNet); Founder and Co-Chair. *Issues/Achievements*: networking Bank staff with external experts.
- 1996-1997 **Ethiopia** – World Bank; Key expert and Member, Task Team; “Social rehabilitation and development fund project”; monitoring. *Issues/Achievements*: gender, poverty alleviation, small-scale village projects, social funds, completed social assessment of beneficiaries, negotiated partnerships between public sector and civil society, identified gendered aspects.
- 1996 **Bangladesh** – World Bank; Key expert. *Issues/Achievements*: prepared country profile on ethnic minorities/indigenous peoples.
- 1995-1997 **Ghana** – World Bank; Key expert and Member, Task Team; “Integrated coastal zone management”; Economic Sector Work (ESW). *Issues/Achievements*: culture, sector planning, traditional social organization, pioneered series of tiered stakeholder ZOPP workshops, analyzed potential for involving chieftaincy, designed cultural and traditional knowledge components.
- 1995-1996 **Bangladesh** – World Bank; Key expert and Member, Task Team; “Third fisheries project”; monitoring/evaluation. *Issues/Achievements*: biodiversity conservation, institutional capacity building/reform, participative approaches, poverty alleviation, PPPs, completed social analysis, pioneered the involvement of NGOs and civil society, worked on inter-agency cooperation, negotiated partnerships.
- 1995 **Global** – World Bank; Researcher and Author. *Issues/Achievements*: co-authored seminal World Bank publication on how to use participatory approaches, specifically in working with ethnic minorities/indigenous peoples.
- 1995 **Viet Nam** – World Bank; Key expert and Member, Task Team; “Primary education project”; preparation. *Issues/Achievements*: bilingual education for ethnic minorities, conflict resolution, government capacity building, stakeholder analysis, conducted social analysis/assessment of ethnic minority groups, provided advice on how to extend the project to these beneficiaries.
- 1994-1999 **Global** – World Bank; Founder and Coordinator; Common Property Resource Management Network (CPRNet). *Issues/Achievements*: global network of Bank staff working on common property rights issues and international experts, pioneered series of internal seminars addressing CPRs in the Bank’s operations (incl. ethnic minorities/indigenous peoples and involuntary resettlement), demonstrated the importance of natural resource management and CPRs in the Bank’s agenda, now part of CBNRM Net (see above).
- 1994-1996 **Global** – World Bank; Key expert; “Operational Directive 4.20, Indigenous peoples” and “Operational Directive 4.10 Involuntary resettlement”. *Issues/Achievements*: coordinated review of these ODs, including consultations with international NGOs.
- 1994 **Global** – World Bank; Key expert. *Issues/Achievements*: analytical/policy work on the Bank’s work on human rights and ethnic minorities/indigenous peoples, presented the Bank’s position to the UN’s Human Rights Commission.
- 1993-1994 **Global** – World Bank; Member, Task Force; “Bank-wide involuntary resettlement task force”; portfolio evaluation. *Issues/Achievements*: responsible for analytical work on involuntary resettlement and ethnic minorities globally, demonstrated the importance of local culture and tailoring compensation to socio-cultural realities and characteristics.

- 1992 **Global, India** – Swedish Ministry of Finance ; Sr Advisor. *Issues/Achievements*: prepared analysis on involuntary resettlement, based on the experiences with the World Bank's Sardar Sarovar projects in India.
- 1991 **Sri Lanka** – Sida; Consultant; "Nuwara Eliya hydropower project"; evaluation. *Issues/Achievements*: evaluation of the involuntary resettlement component.
- 1991 **Sri Lanka** – Sida; Evaluator; "Integrated rural development projects"; evaluations. *Issues/Achievements*: evaluation of Sida's IRDP portfolio.
- 1990-1993 **Global, Switzerland** – Univ. of Zurich, Dept. of Anthropology; Assistant Professor. *Issues/Achievements*: pioneered and taught new curriculum in applied anthropology with emphasis on human rights and ethnic minorities and involuntary resettlement.
- 1988-1989 **Sri Lanka** – Sida; Evaluator and Team Leader; "Kotmale hydropower project"; evaluation. *Issues/Achievements*: involuntary resettlement, settlement planning, designed and conducted large-scale recall socio-economic study of more than 20.000 resettled persons.
- 1986-1989 **Switzerland** – Univ. of Zurich, Dept. of Anthropology; Lecturer. *Issues/Achievements*: prepared and delivered undergraduate and advanced courses in ecology, economics, and human rights.
- 1985-1986 **Bangladesh** – Sida, with Dutch Aid; Key expert and Member, Study Team, "Sandwip cross-dam development scheme"; project identification/feasibility; multi-disciplinary team. *Issues/Achievements*: land reclamation, poverty alleviation, settlement planning, conducted social impact analyses of land settlement and the fisheries sector.
- 1985-1986 **Bangladesh** – Sida, with Dutch Aid; Key expert and Member, Study Team; "Delta land accretion and settlement planning"; project identification/feasibility: multi-disciplinary team. *Issues/Achievements*: land reclamation, poverty alleviation, settlement planning, conducted social impact analysis of land settlement.
- 1985-1987 **Bangladesh** – Rural Development and Health Center Foundation; Project Coordinator and Member, Steering Committee; "Fish culture programme"; funded by Norad; preparation/implementation. *Issues/Achievements*: institution building, poverty alleviation, prepared, implemented and managed a fish culture production facility.
- 1983-1987 **Bangladesh** – Rural Development and Health Centre Foundation; Research Officer. *Issues/Achievements*: research and data collection on demographics and health; designed and implemented monitoring and baseline research program.
- 1983-1986 **Bangladesh** – Norad; Evaluator; project evaluations. *Issues/Achievements*: education, capacity building, agriculture, M&E, social analysis/assessment, evaluations of several smaller Norad projects, demonstrated the importance of using a social perspective.
- 1983-1987 **Bangladesh** – Norwegian Research Council; Researcher and graduate student. *Issues/Achievements*: anthropological field work on traditional inland fisheries, specifically social organization, ecology and economics.

PROJECTS, DOCUMENTS AND IMAGES

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

Documents. Covers articles in books and journals, papers, presentations, project documents, and reports. Topics addressed include: accountability, capacity building, coastal zone management, co-management, community-based natural resource management, communication, conflict resolution, ethnic minorities/indigenous peoples, fishing, human rights, ICT and development, involuntary resettlement, institutional analysis, knowledge management, legal reform, network building and management, participatory approaches/methodologies, property rights, rangeland management, risk management, strategic communication, and transparency. List of documents at: supras.biz/library.

Images. Visual process documentation, i.e. images of applied work at: www.flickr.com/supras/collections.

Conferences and workshops. Participation in conf. and workshops at: supras.biz/portfolio/conferences.

PROFESSIONAL TRAININGS

- 1994-1999 **World Bank** – Training programs under competency "Professional and Technical Program" including: Institutions and reform, Participatory approaches & tools, Social development issues in the CAS, Training program design workshop, Lotus Notes for travelling staff, Environment for non-environmentalists, Application of the Bank's environmental and social safeguard policies, Human rights – a legal perspective, French.
- 2010 **EU, Grundtvig Programme** – Training program in effective project management for the adult education staff.

MEMBERSHIP OF PROFESSIONAL BODIES

Gerson Lehrman Group, Consulting Management Platform • Governance Advocacy Forum Bangladesh Humanitarian Practice Network • Interdisciplinary Research Network on Environmental Communication (ECOREsearch Network) • International Association for Impact Assessment • International Crisis Group International Federation for Information Processing, Working Group 9.4 "Social Implementation of Computers in Developing Countries" • IUCN, CEESP (incl. Task Forces/Working Groups: Culture and Conservation, Collaborative Management, 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).

EDUCATION

1993 Ph.D. (abd) in anthropology, University of Zurich
1980-1981 M.A. studies in anthropology, University of California Los Angeles
1977 B.Sc. in sociology (minors in biology and ecology), University of Oslo
1976 B.Sc in natural sciences (biology, chemistry), University of Bergen

CONTACT DETAILS

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