



NAME : **KAREN HELVEG PETERSEN**

YEAR OF BIRTH : 1944

NATIONALITY : Danish

PROFESSION : Economist

KEY QUALIFICATIONS : Ms. Helveg Petersen has extensive experience in most sectors and overall economic and development issues. In recent years she has specialised in energy: financial and economic sector questions, pricing, subsidies and tariffs, institutional/financial structure and pitfalls and rural electrification. Ms. Helveg Petersen combines a solid comprehension of economic aspects of technical and institutional issues with insight into the sector's role in the overall economy. In addition she works in public financial management issues (budget execution and tracking systems, how to combine input and results budgeting, controls and taxation). During her career she has worked with most sectors and all aspects of the project and programming cycle.

Furthermore:

- solid administrative skills based on thirteen years with international development organisations
- proven ability to work in difficult institutional and political circumstances
- capacity to operate in diverse linguistic and cultural environments
- a critical approach that attempts to look at the specifics of a country situation in the light of the general so as to be able to draw adequately on experiences gained elsewhere.

EDUCATION : Ph.D. in Economics, State University of New York at Stony Brook, USA, 1979. Field of specialisation: International Finance. Dissertation, "An Asset Market Model of Exchange Rate Determination: Capital Market-Exchange Rate Interactions"

Curriculum Vitae : **Karen Helveg Petersen**

Master's Degree in Political Science, Aarhus University, DK, 1969.

Studies and Courses:

- Summer school/diploma course in Econometrics at Copenhagen University Economics Department, The Cointegrated VAR (Vector Autoregressive) Model: Methodology and Applications (RATS-CATS software), August 2006
- Russian language at George Washington University, 1990.
- Courses in Economics and Finance in Washington DC:
 - Financial Management and Advanced Investment Analysis (The American University MBA programme), 1988-89.
 - Benefit-cost Analysis (Johns Hopkins School of Advanced International Studies), 1987.
- Studies in Philosophy and Political Economy, Frankfurt/M, Germany, 1969-71.

PROFESSIONAL SOCIETIES

: Danmarks Jurist- og Økonomforbund (Danish Lawyers and Economists)

Nationaløkonomisk Forening (Economics Society)

COUNTRIES OF WORK EXPERIENCE

: Armenia, Benin, Bhutan, Bolivia, Bulgaria, Burkina Faso, Cameroon, Comoros, Congo (Brazzaville), Costa Rica, Denmark, Fiji, Ghana, Guinea, Guyana, Guatemala, Haiti, Hungary, Indonesia, Kazakhstan, Kenya, Latvia, Lithuania, Madagascar, Malawi, Malaysia, Mali, Nepal, Nicaragua, Niger, Paraguay, Russia, South Africa, Suriname, Tanzania, Togo, Trinidad & Tobago, Uganda, USA, Vietnam and Zimbabwe.

LANGUAGES

	<i>Speaking</i>	<i>Reading</i>	<i>Writing</i>
<i>English</i>	Excellent	Excellent	Excellent
<i>French</i>	Excellent	Excellent	Excellent
<i>German</i>	Excellent	Excellent	Excellent
<i>Spanish</i>	Excellent	Excellent	Excellent
<i>Russian</i>	Basic	Good	N/A

Curriculum Vitae : **Karen Helveg Petersen**

EXPERIENCE

RECORD :

May 2005 - : **Radi-Consult**
Independent consultant

May – July 2008, Togo

Position: Public Finance Expert

Participation in PEMFAR (Public Expenditure Management and Financial Accountability) mission fielded by the World Bank, France and the EU

2-week mission to Togo. The expert was in charge of reporting on recent reforms in the management of the expenditure circuit and in the control of public enterprises.

(Consultant: ACE)

EU Lot 11

November 2007 – July 2008, Madagascar

Position: Macroeconomist and Public Finance Expert

Identification Mission for a Sector Policy Support Programme for Road Maintenance in the 10th EDF

Part of a two-consultant team identifying the options to replace the project approach with sector budget support to road maintenance. Studied the macroeconomic conditions, budget execution mechanisms, institutional setting and financial management and procurement procedures and practices of the government expenditure circuit and the Road Maintenance Fund with a view to proposing actions and criteria, a time schedule, support and disbursement modalities for sector budget support directly to the Fund.

(Consultant: Typsa)

EU/EDF

August 2007 – February 2008, China

Position: Team Leader

Preparatory Study for Renewable Energy Cooperation Programme

Heading a team of three consultants in a three-week mission to China to study the institutional support framework and advances within renewable energy in China in order to prepare a Danish-Chinese cooperation programme. Output: Preparatory report with an analysis of renewable energy advances and proposal for programme options.

(Consultant: Radi-Consult)

Danida

January – June 2007, Ukraine

Position: Economist and Financial Analyst

Vinnitsia District Heating Loan Feasibility Study

Feasibility study of a loan to support the rehabilitation and modernisation of the City of Vinnitsia's district heating system. Responsible for financial modelling and socio-economic data input.

(Consultant: Grontmij Sweden (formerly Carl Bro AB))

EBRD/Sida

October 2006 – June 2007, Burkina Faso

Position: Economist and Financial Analyst

Water Supply to Ouahigouya

Analysis of proposed water supply project (dam, water treatment plant and pipeline to Ouahigouya) in view of mixed credit support. As proposed, the project was not found to be viable because of high costs as per customer base and inadequate presentation of alternative lower-cost or more economically conducive solutions.

(Consultant: Ramboll)

Danida

January – July 2006, Madagascar

Position: Economic and financial expert

Study of Management Options for JIRAMA

Particular task to develop financial model as a management tool and to help in the selection of the appropriate management/ownership structure for JIRIMA, the national electricity and water company.

(Consultant: PAConsulting, GLW, APB Consulting and Sofreco in consortium).

World Bank

September-December 2005, Burkina Faso

Position: Economist

Review of the National Electrification Fund

Part of a three-person team conducting a review of the Fund established by means of Danish and Burkina Faso government funding to promote and help co-fund rural electrification initiatives in Burkina Faso, particularly through the cooperative model. Danida, withdrawing from energy sector support, wanted to capitalise the National Electrification Fund further. The review analysed the progress to date, institutional capacity and the constraints surrounding rural electrification (capacity to pay vs. costs – differently articulated for isolated diesel systems and grid-connected schemes, the skewing of fiscal incentives to the benefit of the main system, etc.) and concluded that the Fund functioned well, but that measures should be taken to rectify the disadvantages surrounding rural electrification. The economist analysed the impact of the fiscal regimes on tariffs, the affordability and development of tariffs and assisted in recommendations to improve preparatory project work and project execution.

(Consultant: Nykombenergica)

Danida

May-June 2005, Cameroon

Position: Public Finance Expert

Public Expenditure Review

Part of World Bank team to analyse public expenditure management and implementation in Cameroon in view not only of the system but of the results that it delivers and how to improve them. Cameroon was at a crossroads in terms of reaching the HIPC completion point and donor coordination associated with programming social investments. Many reforms had been undertaken, but were they carried out fully or was there still much to be done? The consultant analysed budget preparation and execution as per reforms and

Curriculum Vitae : **Karen Helveg Petersen**

the remaining system problems with a view to participating in establishing an action plan for further improvement. Analysed also the financial indicators such as the past arrears and internal and external arrears. (Consultant: Carl Bro)

World Bank

March 2005 – March 2009, Uganda

Position: Team Leader

Technical Assistance to the Rural Electrification Agency (REA)

Four-year programme in two phases to assist in the building-up of the REA in Uganda that a consortium of Carl Bro and K2 Consult is carrying out. The REA was set up as a secretariat to the Rural Electrification Board managing the Rural Electrification Fund. The programme has assisted in staffing REA and building its administrative and management capacity, in setting up guidelines for access to the REF, among others subsidy guidelines, in project analysis and in helping community and private projects to obtain funds for electrification. The project in the second phase particularly assisted in setting up electricity cooperatives and in funds mobilisation.

The Team Leader post involved 11 months of work in the first two years (first phase) and about 5 months in the second phase.

(Consultant: Grontmij (formerly Carl Bro) and K2-Consult)

Sida

**1993 - 2005: Carl Bro a/s, Denmark
Chief Consultant**

September, 2004-March, 2005, Nepal

Position: Team Leader

Identification and Preparation of "Support for Administrative Reforms in Revenue Administration, Nepal - Phase IV/III"

Danida and GTZ have since 1997 supported revenue administration and VAT and income tax reforms in Nepal. This support is now about to enter a new phase. A mission consisting of two Danish tax experts and two GTZ experts/consultants plus the team leader visited Nepal in September to determine the conditions and contents of a new phase for Danida and GTZ. If approved, this will consist in support to finalizing the income tax IT system and institutional support to the Customs Department, the Excise Division, the Large Taxpayer Office, the Revenue Administration Training Centre and the Revenue Tribunal. It will also include awareness and citizens campaigns.

Danida

August-November, 2004, Indonesia

Position: Public Finance Expert

Government Financial Flow Analysis for the East Java Strategic Infrastructure Development and Reform Programme (SIDRP)

As part of the preparation for the East Java SIDRP, the World Bank wanted to conduct an analysis of the fiscal situation of the East Java province. The consultant gathered information on the province's and the local governments' available and foreseeable resources through transfers and revenue sharing with other levels of government as well as own revenue in

order to estimate the province's capacity to contribute to the financing and repayments for the eventual loans or bonds to fund the investments now under preparation.

World Bank/Danish Trust Fund

February 2004-end 2005, Uganda

Position: Team Leader

Supervision of Implementation of the Training Programme for Government Planning & Budgeting and the Capacity Building Programme under Parliament

This is a long-term supervision project consisting of assisting the government in the management, monitoring and evaluation of a training programme in planning and budgeting in the Ministry of Finance and line ministries and a broader-range capacity building programme for Parliament. Training management charters and a procurement strategy were among the first tasks. Ms. Petersen's involvement consists in four visits to Uganda, notably to help in procurement of training and capacity building providers and overall programme management.

Nordic Development Fund

January-July 2004, Benin

Position: Team Leader

Appraisal of Budget Support

Appraisal mission undertaken in January 2004 together with macro-economist to assess the proposal for a three-year Danish budget aid programme in support of the poverty reduction strategy. The activities consisted in reviewing a programme document and formulating an appraisal report as well as identifying indicators and assistance to ancillary activities (Observatory of Social Change, control organs of the government's financial management).

Danida

June-July and Oct.-Dec. 2003, Benin

Position: Public Finance Expert

Water Sector Support Programme II

Analysis of finance procedures and fiscal decentralisation measures undertaken in Benin with a view to advising Danida on the utilisation of budget support mechanisms: sectoral budget support and municipal budget support within the broad area of water and sanitation. Analysis of budget management reforms and implementation and the reliability and flexibility of the mechanisms as part of the overall Water Sector Support Programme II expected to start in 2005.

Danida

January – February 2003, Ghana

Position: Macroeconomist

Danida Energy Sector Completion Review

As part of the Energy sector completion review prepared an overview of the macroeconomic and financial role of the energy sector, notably on the impact of the debt of the energy sector on the overall economic situation in Ghana.

Danida

December 2002 - December 2003, The Comoros

Position: Public Finance Expert

Public Expenditure Review

Two visits resulted in two analytical reports. The first mission was to assist with background analysis of the budget and financial management system in view of the impending decentralisation in the country (creation of a government structure consisting of a Union government and governments of three autonomous islands). The visit took place at the same time as World Bank and IMF missions. The review included the expenditure management and implementation system as well as the institutional structure (Budget Department and Treasury first of all). The second mission took place in August-September to review with the authorities their compliance with WB criteria for the HIPC initiative in terms of budget & financial management and control mechanisms.

*The World Bank (Danish Trust Fund)***November 2002-January 2004, Burkina Faso**

Position: Team Leader

Tariff study for Sonabel

A tariff study carried out in close collaboration with the electricity company of Burkina Faso, Sonabel, to propose a tariff system based on the investment programme for the period 2002-2012. The study included a revised demand forecast, an analysis of the customer base and the financial situation of Sonabel as well as the current tariff system and the rates. The work comprised overall economic modelling, organisation of data, financial forecasts and analysis.

*Danida***August 2002-April 2003, Ghana**

Position: Macroeconomist

Negotiation Assistance for the West African Gas Pipeline

Member of a team of experts with task to assist Ghana in the analysis of the economic and financial implications of the proposed contracts and agreements for the West African Gas Pipeline linking the Nigerian oil and gas fields with Ghana. Advice given to the Energy Commission.

*Danida***March 2002 -March 2003, Uganda**

Position: Public Finance Specialist and Team Leader

MoFPED Training Programme

Setting up a training programme for the Budget and Economic Affairs Directorates in the Ministry of Finance, Planning and Economic Development in Uganda after questionnaire surveys of training needs. Particular assignment to ensure that the training programme was targeted to ongoing public finance reforms.

*Nordic Development Fund***February-April 2002, Paraguay**

Position: Economist

Development of Rural Finance in Paraguay

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Specific assignment was to draw up a profile of the typical agricultural producer, from macro over sectoral to micro issues. Also participating in team effort to identify the appropriate finance instruments for the small and medium-scale producers in view of their improved access to capital.

Inter-American Development Bank

November 2001-April 2002, Ghana

Position: Team Member, Macroeconomist

Study and Analysis Support to the Valco Negotiations

Support to the Ghana Negotiating Team in the contract renewal negotiations with Valco (aluminium smelting company) on the determination of the price and other conditions under which it receives electricity supply. Particular assignment to analyse Valco's contribution to the Ghanaian economy.

Danida

October-November 2001, Bhutan

Position: Team Leader

Joint Technical Review of the Environmental Sector Support Programme

Reviewing the sustainability of Danida's programme in view of the gradual phasing out of Danish assistance.

Danida

June-November 2001, Malaysia

Position: Team Leader

Assessment of Ongoing Activities and Development of a Strategy for future Danced Support in the Energy Sector in Malaysia

Preparation of a strategy and project documents and project ideas for Danced energy activities in Malaysia in the period 2002-06.

Danced

May-July 2001 (1) and November 2001-August 2002 (2), Guinea

Position: Team Leader

Guarantee Fund for Small and Medium-sized Enterprises

Study to determine the feasibility of the setting up and funding of a guarantee scheme within the banking sector for microcredit institutions to give loans to SMEs. Phase 2 involved the actual proposals for statutes, regulations and operations of the fund, identifying support mechanisms and a funding strategy. Final report in August 2002 after presentation of a Technical Offer at a Round Table on the Private Sector in Conakry in May.

UNOPS

March 2001- September 2002, Burkina Faso

Position: Team Leader

Technical Assistance to the Directorate General of Energy in View of Accelerating the Reform Process in the Energy Sector

Two components: a) assistance in the setting up of a matrix of measures for the government to fulfil its policy of privatisation of the electricity company and of opening the capital of the hydrocarbons import and transport company to private enterprise, b) study

of experiences of privatisation of electricity companies in West African and selected countries of Latin America and derivation of a suitable model for Burkina Faso. The West African countries under study are: Mali, Senegal, Côte d'Ivoire and Guinea. Local consultants in these countries prepared reports for discussions on lessons learnt. Workshop subsequently held in Ouagadougou for a first assessment of lessons learnt. Visits to the four countries by Burkina delegation in June 2002. Final workshop in August or September 2002.

Danida

February-May 2001, Latvia

Position: Financial Analyst

Development of Water Services in Three River Basins

Part of a team appraising 19 proposed projects for ISPA funding on behalf of the Latvian government. With colleague in charge of economic and financial analysis for 5 towns in Northern Latvia (Gauja Basin) in view of the population's and municipalities' capacity to pay. Projects subsequently obtained ISPA funding.

Halcrow (Ministry of Environmental Protection and Regional Development, Latvia)

February-May 2001, Ghana

Position: Economist

Review of the Danish Support to Renewable Energy Resources, Traditional Energy Resources and Preparation of a Strategic National Energy Plan for Ghana

Review of three projects and of the ongoing sector policies in view of determining the future energy sector programme to be supported by Danida. Undertook energy sector overview, including macroeconomic linkages.

Danida

January – May 2001, Burkina Faso

Position: Team Leader

First Annual Energy Sector Review

Review of Danida's ongoing energy sector programme in Burkina, comprising support to energy policy formulation and sector restructuring, SONABEL, the electricity company (investments and institutional support), institutional support to the Directorate General of Energy, development and management of traditional energy resources and rural electrification. Apart from overall editing of report, particularly in charge of overall sector policy issues and financial analysis of SONABEL.

Danida

July-August 2000, Mali

Position: Macroeconomist

Strengthening of the Macroeconomic Framework for Poverty Reduction

3-week assignment to analyse the macroeconomic framework in view of the national strategy for poverty reduction, involving examination of the appropriateness of the framework and its responsiveness to economic developments and of the poverty reduction measures foreseen as per their effectiveness. Analysis of the competitive sectors of the economy, of the mobilisation of resources from the point of view of raising tax revenue

Curriculum Vitae : **Karen Helveg Petersen**

and financing investments, of micro-finance and the banking sector, and of the social sectors.

UNDP/ILO

March 2000, Bolivia

Position: Financial Specialist

Environment Sector Support Programme

Discussion of the modalities of Environment Fund as part of the Industry and Mining Components of the Environmental Sector Support Programme, possibly in the form of a contribution to the Andean Region Revolving Loan Fund for Cleaner Production.

Danida

October 1999-February 2000, Francophone West Africa

Position: Team Leader

West African Budgeting and Expenditure Management Systems

Desk work and reporting based on experiences in Francophone West Africa on expenditure management and budgeting in order to systematise and explain the particularities of these systems.

Danida

September 1999-February 2000, Ghana

Position: Team Leader

Energy Sector Programme Support Formulation Mission

Mission to Ghana and follow-up work to draft the Feasibility Report and Sector Programme Support Document for the Danish energy sector support to Ghana. Mission to Ghana and reporting/proposals involved review of the ongoing sector reforms, new developments in the gas sector, energy conservation and efficiency measures, transmission and distribution company technical and institutional support, and rural electrification, in addition to finalising the Project Document for support to the Strategic National Energy Plan.

*Danida***May-July 1999, Benin**

Position: Senior Expert

Budget Support

Review of the feasibility of giving a second budget or balance of payments support operation to Benin in view of the arrears situation of the public finance system. The review involved study of the current arrears situation of the public finances and of the status of expenditure management reforms.

*Danida***March-July 1999, Ghana**

Position: Economist

Preparatory Mission for the Elaboration of a National Energy Plan for Ghana

Preparation of a project to support the Energy Commission of Ghana to establish a National Energy Plan and at the same time undertaking the identification for the Sector Programme Support Document for the energy sector in Ghana.

*Danida***1999-2001, Burkina Faso**

Position: Task Manager Economic Analysis

Integrated Water Resources Management Project (GIRE)

The project is an institutional support project, which aims at building the capacity of the Ministry of Water and Environment in relation to integrated water resources management. The project is centred around four main components: water resources management tools; human, organisational and institutional resources; legislation; and economic and financial framework. A pilot project concerning the water resources management in the main river basin around Ouagadougou is included.

The project formulated a preliminary action plan for integrated water resources management in Burkina Faso. Own assignment consisted in intermittent visits to Burkina Faso to contribute to the development of economic assessments of the water sector as related to the development, management and protection of water resources. Particularly involved in the assessment of the feasibility of a water tax.

*Danida***November 1998-January 1999, Burkina Faso**

Position: Economist

Energy Sector Review

Mission and report reviewing ongoing Danida activities in the energy sector of Burkina Faso, including participation in the preparation of a full-scale sector programme (energy is one of the three sectors of Danida involvement in Burkina Faso). Reviewed the finances of the electricity company, SONABEL.

Danida

September-December 1998, Burkina Faso

Position: Team Leader

Balance of Payments Support

Mission and report assessing the need for a second balance-of-payments grant to Burkina Faso in view of its eligibility for the HIPC (heavily indebted poor countries) initiative and its efforts to comply with the demands for notably social sector investments concomitantly with falling revenues due to the country's integration in the West African Economic and Monetary Union.

Danida

October 1997 - August 1998, South Africa*Evaluation of the Danish Transitional Assistance to South Africa*

Position: Team Leader

The Danish Transitional Assistance to South Africa involves four areas:

- democratisation, human rights and violence prevention
- land reform and rural development
- education
- black-owned small and medium-sized business development.

The project evaluated the fulfilment of the strategic objectives, relevance, efficiency of implementation, effectiveness and lessons learned.

Danida

1997-99, Central America*Central America Low-income Housing Demand Study*

Position: Team Leader

Surveys in Costa Rica and Guatemala on low-income housing demand as a basis for IDB funding of housing projects. Formulation of questionnaire, carrying out of 2000 surveys in each country and evaluation of results.

IDB/Danida

1997-99, Vietnam

Position: Task Manager Financial Analysis

Rural Electrification Master Plan

Study to determine the investments, costs and tariff implications of an extensive rural electrification programme in Vietnam and its financial interface with other electric sector investments. In charge of the task of institutional and financial issues, calculating long-run marginal costs of the overall investment programme as well as the rural electrification programme to determine the latter's feasibility as per the ability and willingness to pay of the rural as well as general population. Financial and tariff implications were also calculated.

This helped determine the feasibility of the proposed investments and the scale of the

investments and their realistic timing that will be included in the final master plan.

The World Bank

1997-98, Nicaragua

Institutional Strengthening of INIFOM (Nicaraguan Institute for Municipal Development)

Position: Economist and Project Director

Part of a larger team to assist in the restructuring of INIFOM in view of its mission in municipal development.

Danida

May-October 1997, Burkina Faso

Evaluation of the balance of payments support to Burkina Faso.

Position: Team Leader

Evaluation of previous balance of payments support programme to Burkina Faso in view of additional support.

Danida

March-April 1997, Benin

Evaluation of the balance of payments support to Benin

Position: Team Leader

Evaluation of previous balance of payments support programme to Benin in view of additional support.

Danida

January-July 1997, Bulgaria

Reform and Development of Public Finance

Position: Public expenditures

Two missions to Bulgaria to review public finance management in a very difficult financial situation for the country. Part of a larger project.

EU Phare Programme

January 1997, Nicaragua

Review of Municipal Strengthening in Region I

Position: Economist

Third annual review of this ongoing programme which aims at capacity development in the municipalities, transfer of funds, infrastructure development, inter-municipal cooperation and strengthening of the regional office of INIFOM.

Danida

November 1996-April 1997, Zimbabwe

Position: Team Leader

Evaluation of the ZimTrade Support Programme (ZSP)

6-week assignment in Zimbabwe to evaluate the four-year programme in support of ZimTrade in view of future EU involvement in trade development in Zimbabwe.

The European Commission

August-September 1996, Nicaragua

Curriculum Vitae : **Karen Helveg Petersen**

Position: Public Sector Specialist

Public Investment Review

5-week assignment participating in World Bank mission to Nicaragua to perform a review on public investment programming, budgeting and execution. Specific assignment: decentralization and municipal finances.

Danida/World Bank.

April-June 1996, Pacific

Position: Team Leader

Mid Term Review of the Lomé III Pacific Regional Energy Programme based in the Forum Secretariat, Suva Fiji.

The European Commission.

February-March 1996, Malawi

Position: Team Leader

Infrastructure Strategy

Mission to Malawi to edit a discussion paper on infrastructure issues in Malawi, just selected as principal beneficiary country of Danida assistance, covering energy, transport and telecommunications to be used in the negotiations between Danida and Malawi when choosing sector concentration. This paper evaluated the infrastructure options in view of the crosscutting themes of gender, environment and institutional sustainability.

Danida, Danish Foreign Ministry.

December 1995-January 1996, Bolivia

Position: Project Economist/Financial Analyst

Dairy Development Program in the Altiplano

Economist on a preappraisal mission for the Dairy Development Program in the Altiplano proposed for Danida funding. The project was designed to involve a credit program for improved production techniques, capacity development, technical assistance and organisational development.

Danida, Danish Foreign Ministry

1995-1997, Suriname

Position: Team Leader

Suriname Sysmin Project

Team Leader for study of eligibility and financial, technical and economic feasibility of projects proposed for the SYSMIN funding facility under the EC Lomé Convention. Analysis of proposals prepared by parastatals in the energy and telecommunications sectors: conversion of engines from diesel fuel to heavy oil-based generation, electricity distribution, oil pipeline and telecommunications projects. Change of project scope introduced so that final financing proposal could only be prepared in August 1997.

Sysmin Facility, European Commission

July-November 1995, Niger

Position: Public Expenditure Expert

Public Expenditure Expertise in Niger

Curriculum Vitae : **Karen Helveg Petersen**

High-level expert in public expenditures as part of an EU programme supporting the Niger effort to improve public financial management. The project consisted of a 2-month assignment to assist a Working Group on Public Expenditures in making recommendations, based on an analysis of the public expenses of the last five years, on (a) the chain of expenses and the mechanisms of incurring arrears, (b) bringing the structure of expenditures into line with government priorities, and (c) identifying the means to contain overall expenses and utilising resources optimally in all sectors. The final report comprised an analysis of the chain from budget preparation (both recurrent and development) through commitment of expenditures and final payment, pointing out the mechanisms for inconsistencies and aberrations by arrears creation, concluding in an attempt at consolidating the budget exercise for 1994 by comparing commitments and payments.

Ministry of Finance and Planning, Niamey

European Commission

March-June 1995, Washington DC

Position: Public Sector Expert

Public Sector Management

Part of team performing a desk review of public sector management in seven Central Western African countries: Nigeria, Niger, Benin, Cote d'Ivoire, Togo, Burkina Faso and Ghana, assigned to work on Benin. Review concentrated on: the capacity of the government to design, formulate and implement policies and discharge functions, through a review of public financial management including expenditure and revenue review, civil service issues, public enterprises, and legal reform, i.e. in the perspective of the overall concern for transparency and accountability as well as efficiency.

World Bank

1995, Tanzania

Position: Team Leader

Infrastructure Strategy

Mission to Tanzania and editing a discussion paper on infrastructure issues in Tanzania, covering energy, transport and telecommunications that was used in the negotiations between Danida and Tanzania when choosing sector concentration.

Danida, Danish Foreign Ministry.

1994-1995, Kazakhstan

Position: Project Director.

Banking Advisory Services for commercial banks.

Start-up of project to assist in the restructuring, modernisation and upgrading of banking operations by establishing a self-financing consultant service.

Project input: 84 m/m of external advisors over a 12-month period.

Bankers Association of Kazakhstan, EC-TACIS project.

1994, Armenia

Position: Alternate Team Leader.

Financial System and Planning in the Armenian Power Subsector. Assigned to prepare a financing plan for the Armenian power sub-sector with financial analyst.

Ministry of Energy and Fuel, EBRD project.

1994, Denmark

Position: Consultant

Co-financing Options with the Multilateral Organisations and Administrative Guidelines for Implementation in Danida.

Review of the co-financing framework (trust funds and lending co-financing) with the World Bank and regional development banks in view of implementation efficiency, including an enhanced role of the Danish private sector, and recommending administrative guidelines and procedures.

Danida, Danish Foreign Ministry

1994-1995, Central Asia

Position: Project Director.

Technical Assistance for Privatisation in Uzbekistan, Turkmenistan and the Kyrgyz Republic.

Co-ordination of three teams of technical, legal and privatisation experts to assist, over an 18-month period, in the privatisation of selected medium-sized enterprises in viable key sectors. The project involved a review of the legal and institutional setting of privatisation and private enterprise operations.

Privatisation Agencies, EC-TACIS project.

1994, Lithuania

Position: Project Economist.

Wood Fuel and Conversion Study.

Economic and financial study of conversion of district heating boilers to wood fuel energy consumption.

Ministry of Energy, EBRD project.

1993-1994, Hungary

Position: Project Director.

The Preparation of a National Strategy for Bank Clearing & Data Security (including the detailed specification of an appropriate integrated security sub-system for Giro RT)

Overall co-ordination of the consulting assistance towards the preparation of a national strategy for bank clearing and data security. The main task was to give back-up to the Team Leader in project management and reporting.

Hungarian Ministry of Finance, EC-PHARE project.

1993, Kazakhstan

Position: Project Director.

Kazakhstan: Technical Co-operation for SME Sector Development Project Preparation - Auditing, Sector Work and Institution Building. Carl Bro International in association with Deloitte & Touche, Denmark, undertook a review of five preselected banks and a pipeline of loan applications (projects), in preparation of an EBRD loan for a credit line facility for small and medium-sized enterprises.

EBRD project.

1993, Russia

Position: Team Leader.

Curriculum Vitae : **Karen Helveg Petersen**

Feasibility Study for Hotel and Business Centre in Kaliningrad.

This undertaking involved a profile of the economy of the Kaliningrad region, including an assessment of the prospects of the Free Economic Zone Yantar and the privatisation process.

Private Funding.

**1986 - 1992: Inter-American Development Bank, Washington, DC.
Operations Officer and Country Co-ordinator**

Assigned first to Guyana and Trinidad & Tobago, since mid-1989 until end-1991 to Trinidad & Tobago with project assignments in Haiti. In January 1992 appointed Country Co-ordinator for Guyana. Three main categories of activity:

- preparing loans and technical co-operation operations for approval by the Bank's highest authorities
- loan and technical co-operation administration, including procurement questions
- country programming

Served as co-ordinator/team leader for the following approved loans:

- Primary Education Programme (Trinidad & Tobago, 1986): Construction of 35 primary schools and a learning resource centre.
- Nickerie Hospital (Suriname, 1987): Rehabilitation of the approx. 100-bed hospital in Nickerie.
- Agricultural Credit Programme (Trinidad & Tobago, 1988): Global credit to the Agricultural Development Bank for onlending to agriculture and agroprocessing. Technical co-operation component for project evaluation, portfolio review and policy, and technical support.
- National Settlements Programme (Trinidad & Tobago, 1989): Urbanisation of some 16 housing sites. Credit component for housing construction. Upgrading of squatter areas.
- Environmental Protection and Rehabilitation (Trinidad & Tobago, 1991): National parks upgrading, coastal protection and land conservation (erosion measures). Community development component.
- Main Road Rehabilitation Programme (Guyana, 1992): Rehabilitation of Georgetown-Timehri (airport) and the East Coast Road from Georgetown to Rosignol. Institutional strengthening to the Ministry of Public Works.
- Electric Generation and Transmission (Haiti, 1990-91): Construction of a transmission line from Peligre to Cap Haitien and from Cap Haitien to Gonaïves in addition to medium-speed diesel generation expansion by 20 MW. Management support to Electricité d'Haiti (Appraisal work terminated but project was blocked owing to political situation in Haiti).

Important technical co-operation projects include a feasibility study on improved cogeneration from sugar cane bagasse in Guyana (1988) and a major study to prepare a health sector loan in Trinidad & Tobago (1991), with three components: National health insurance, assistance to the commissioning of the Eric Williams Medical Sciences Complex, and policy studies.

Curriculum Vitae : **Karen Helveg Petersen**

Until mid-1989 activities related to Guyana included management of drainage and irrigation, industrial reactivation (global credit) and university programmes. In 1992 in charge of the release of the first tranche of the *Agricultural Sector Loan to Guyana*.

**1982 - 1985: Delegation of the Commission of the European Communities, Brazzaville, Congo
Economic Adviser**

Responsibilities included:

- Gathered information and reported on the country's economic situation
- Analysis and follow-up on important aspects of EC/ACP co-operation
- Appraisal of projects and programmes, e.g. additional financing to the Chemin de Fer Congo-Océan (CFCO) realignment
- Reported on foreign aid to the country
- Followed-up on operations under the STABEX scheme
- Assisted the Centre for the Development of Industry in industrial promotion activities
- Reported on sugar sector conditions to assist Congo in recovering part of its previously lost quota under the Sugar Protocol
- Assisted the European Investment Bank in preparation of loans to the country
- Involved in the first stage of programming Lomé III resources.

**1979 - 1982: United Nations Development Programme, Nairobi, Kenya
Junior Professional Officer**

Working as a Programme Officer, liaising with the Kenya Government and UN specialised agencies. Substance of work included energy projects, manpower training and development, and agriculture.

**1979: Roskilde University Centre, Denmark
Assistant Professor**

Graduate-level teaching in the Social Sciences. Appointed to Associate Professor before resigning in 1980.

**1975 - 1979: State University of New York at Stony Brook, USA
Teaching Assistant**

Teaching Labour Economics, Microeconomics and Development Economics.

**1972 - 1974: Roskilde University Centre, Denmark
Assistant Professor**

Teaching concentration on the Methodology of the Social Sciences. Leave of absence to study Economics in the US in the periods 1974-1978 and 1979-1980.

PUBLICATIONS AND CONFERENCES:

Curriculum Vitae : **Karen Helveg Petersen**

The Value Problem in the Social Sciences, Aarhus (1969), Master of Arts thesis (in Danish).

An Asset Market Model of Exchange Rate Determination: Capital Market - Exchange Rate Interactions, Stony Brook (1979), Ph.D. thesis.

Economic Notes No. 6, *Decentralisation and Municipal Finances in Nicaragua*, Central America Department and the Caribbean Region, The World Bank, May 1997.

"The Dynamics of Poverty," in *Verden i Forandring ("Changing World")*, Odense Universitetsforlag, November 2000

Essays in Politiken and Information on various capital market, project finance and development issues.

Carl Bro Working Paper, "Arrested Industrial Developments in Burkina Faso," April 2004.

"Keynes Seen through the Eyes of the Classics," Paper presented at the conference 'John Maynard Keynes, 125 years - what have we learned?' Copenhagen/Roskilde April 23-24, 2008

OTHER:

External Examiner at Roskilde University Centre in International Development Studies.