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1. **Surname** Lang
2. **Name:** Torben
3. **Date of birth:** 14 February 1953
4. **Nationality:** Danish
5. **Civil status:** Single
6. **Education:** M.A. Business Administration

<i>Institutions</i>	IMD, Lausanne, Switzerland
<i>Date (from-to)</i>	Graduated in 1983
<i>Degree(s) or diploma(s)</i>	Master of Business Administration

<i>Institutions</i>	Copenhagen School of Business Economics and Administration
<i>Date (from-to)</i>	1977
<i>Degree(s) or diploma(s)</i>	Various Studies

<i>Institutions</i>	Commercial College, (Niels Brocks Handelsskole), Copenhagen
<i>Date (from-to)</i>	1976
<i>Degree(s) or diploma(s)</i>	Various Studies

7. Language skills: (Mark 1 to 5 for competence, where 5 is the highest)

<i>Language</i>	<i>Passive</i>	<i>Spoken</i>	<i>Written</i>
English	5	5	5
French	1	1	1
Swahili	1	1	1

8. Membership of professional bodies:

9. Other skills:

- Knowledge of computerised budgeting and accounting systems (Navision Financials), and data base, word processing and spread sheet applications.
- Familiar with programme and project planning and evaluation using Logical Framework Approach,
- Part-time smallholder farmer – sheep breeding and fodder production.

10. Present position: Chief Economist / Partner of Development Associates ApS and member of the Board of Directors (1998-2016) and Associate since 2016.

11. Years within the company: Since 1998

12. Key qualifications:

Mr. Torben Lang has for more than two decades be engaged with international development work and has gained wide experience in assisting national governments in policy formulation and strategic planning as well as in institutional development and capacity building.

Mr. Lang has, furthermore, extensive experience working with private sector development. He has served as management consultant for business and industry associations as well as private enterprises; undertaken comprehensive value chain and sector analysis; and design and assessment of investment funds and challenge funds.

Through numerous assignments with a wide range of different government institutions, private enterprises and NGOs, he has built up considerable expertise in change management including:

- Institutional analysis and development;
- Formulation of policies, strategies and business plans;
- Organisational design and reengineering based upon the Functional Analysis approach and methodology
- Transformation and change management and related training and capacity building;
- Result Oriented Management (ROM) and Output Oriented Budgeting (OOB); and
- Management development, mentoring and training.

Furthermore, Mr. Lang has extensive experience in programme identification, planning, management and evaluation, and in liaison with executing agencies. Mr. Lang has worked for Danida, Sida, Norad, World Bank, Asian Development Bank, African Development Bank, United Nations, European Union and various private clients. He has served a Chief Technical Adviser/Team Leader on several large and complex development projects.

Specific experience (in non-EU member countries):

<i>Country</i>	<i>Date</i>	<i>Name and brief description of the project</i>
Nepal	2015 – 17	International Senior Management Adviser in the National Rural and Renewable Energy Programme (NRREP). NRREP is a multi-donor financed programme with a budget of USD 170 million. As senior adviser responsible for programme management as well as for institutional and organisational development of key partners in the programme including the Alternative Energy Promotion Centre and the Central Renewable Energy Fund taking into considerations the new Federal context in Nepal. Danida
Ghana	2015	Economist/lead consultant on the appraisal of the Support to Private Sector Development, Phase III (2016-2020). Danida
Ghana	2015	Technical Evaluation Specialist on the tendering and award of consultancy services for the Rural Development Funds Management. Danida
Global	2015	Appraisal of the Sustainable Trade Initiative (IDH), Utrecht, the Netherlands, request for Danida funding during the period 2016-20 amounting to DKK 160 million. Danida
Mozambique	2015	Technical Evaluation Specialist for the consultancy services for Municipal Development Programme, Mozambique: Technical assistance for implementation and capacity development. Danida
East Africa	2015-18	Quality Assurance Manager on the Pilot Initiative to Support the Civil Society in the Global South (Kenya, Uganda and Somalia). In Joint Venture with Orgut, Sweden. Danida
Kenya	2013-2014	Team Leader/Private Sector Development Specialist on the formulation of the Danida supported Green Growth and Employment in Kenya programme (USD 115 million). The programme will support Government of Kenya institutions as well as the private sector and the civil society in private sector development, agribusiness and industrial value chains, natural resource management, energy efficiency, renewable energy leading to promotion of inclusive green growth and creation of sustainable employment. Preparation of Thematic Programme Document and 10 Engagement Documents using the Danida Country Programme Guidelines including the Theory of Change concept.
Thailand	2014	Institutional Development Specialist. Contracted by the Asia Indigenous Peoples' Pact (AIPP), Chiang Mai, Thailand, to lead the Management and Institutional Development assignment. Undertook an institutional and organisational assessment using the Functional Analysis approach. Developed a new organisational structure, which was documented in an organisational manual including organisational factsheets, operational guidelines and job descriptions. The process and outcome of the exercise was documented in a Final Report including recommendations for the transformation and change management process.

Country	Date	Name and brief description of the project
Nepal	2012 - 2013	Danida Senior Adviser (11 months) to the National Rural and Renewable Energy Programme (NRREP). Responsible for programme management as well as for the design and establishment of the Central Renewable Energy Fund (CREF). CREF has a five-year budget of USD 115 million provided by Government of Nepal, Danida, Norad, DFID, KfW, ADB and WB. The fund was designed as a Financial Intermediation Mechanism using private commercial banks and local financial institutions for subsidy fund management, wholesale and retail lending to investors in renewable energy technology projects e.g. hydropower, biogas, solar and biomass. Danida
Nepal	2011 - 2013	Process Consultant/Private Sector Development Specialist on the preparation of the Danida Green Growth (UNNATI) Programme, which is based in the Eastern Region of Nepal. The programme including support to improved business environment; expanded infrastructure for rural growth; and enhanced marketing linkages and value addition. Responsible for undertaking the Identification Study and for supporting the subsequent Feasibility Studies and Detailed Formulation of the Programme and its three components. General advisory support to the Danish Embassy, Kathmandu, in connection with the programme preparation. Programme budget: USD 75 million. Danida
East Africa	2011	Private Sector Development Specialist on the formulation of Danida support to East Africa Community Economic Integration. The programme includes support to the EAC Partnership Fund, to Trade Mark East Africa and a regional B2B programme. Danida
Kenya	2010 - 2011	Lead Expert on Support to Kenya Industrialists to Improve Competitiveness through Reinforcing the Capacity of Kenya Association of Manufacturers. The assignment supports organisational development of KAM including status assessment, organisational modelling, functional analysis and development of plans for improved organisational performance – organisational and operational manuals, HRD and HRM strategy. EU-ProInvest.
Uganda	2010	Team Leader/Development Economist on the preparation of Investment Profiles for the Dairy Sector in Uganda using the Danish Business Instruments: Mixed Credit Facility, Business-to-Business programme and IFU Venture Capital Fund. Danida
Denmark	2010	Financial Specialist. Financial assessment of Danmission. Danida
Kenya	2010	Management Development Specialist. To Facilitate Strategic Management decisions at Board Level for CDTF transformation and change management process. Danida
Kenya	2009-2010	Management Development Specialist. The objective of the consultancy is to facilitate and support an efficient and effective transformation and change management process as recommended by the Functional Analysis and for the reorganisation and reengineering of CDTF – the introduction of the <i>New CDTF</i> . Danida
Kenya	2009	Management Development Specialist. Responsible for undertaking a Functional Analysis of the Community Development Trust Fund (CDTF) with the objective of improving the efficiency and effectiveness of service delivery and for making proposals for restructuring the organisation. Danida

<i>Country</i>	<i>Date</i>	<i>Name and brief description of the project</i>
Kenya	2009	Economist/Institutional Development Specialist on the formulation and finalisation of the Natural Resource Management Programme (USD 70 million for five years). Responsible for the support to be provided to the Prime Minister's Office, the Ministry of Environment and Mineral Resources, the National Environmental Management Agency and the Community Development Trust Fund. Danida
Malaysia	2009	Economist on the final review of the Environmental Cooperation Programme. Responsible for the review of the performance of the Solid Waste Management component including assessment of a request for extension. Danida
Uganda	2008 - 2009	Team Leader/Economist on the formulation of the Agribusiness Initiative under the U-Growth programme. The initiative will be co-funded by Sida and the EU under the Nordic + principles. It will include technical and financial assistance to i) MSMEs and farmers' organisations; ii) agricultural finance; iii) export promotion – quality enhancement; and iv) an investment promotion fund. Total budget DKK 157 million (USD 30 million) for a four-year period. Danida
Malawi	2008- 2009	Team Leader/Economist on the Core Function Analysis (CFA) and Capacity Building of the Ministry of Agriculture and Food Security - Institutional Development across the Agri-Food Sector. The objective of the consultancy is to assist in the finalisation of the CFA and its subsequent implementation. The assignment includes five missions to Malawi. EU
Kenya	2008	Team Leader/Economist on design of a strategy based on selected value chains for the Agribusiness Development Component under the Agricultural Sector Programme Support up to 2010 and beyond. Part of the strategy is for the ABD to be integrated into the Business Sector Programme Support as relevant and other functions and activities to be consolidated and phased out by 2010. Danida
Cambodia	2008	Private Sector Development Specialist on the formulation of a Danish supported Private Sector Development Programme focussing on support to trade development – jointly with World Bank, and on agribusiness development – jointly with AusAID. Budget USD 8 million for a three-year period. Danida
Kenya	2007	Economist. Development of investment profiles for the dairy sector in Kenya using the Danish business instruments: mixed credits, business-to-business programme and IFU venture capital fund. Danida
Vietnam	2007	Private Sector Development Specialist. Improving the capacity of Global Competitiveness Facility to assess and enhance the financial institutional and technical sustainability of GCF projects. Development of guidelines and training of staff. Danida
Uganda	2007	Development Economist. Development and documentation of value chain action plans for coffee and maize for the Agribusiness Component under ASPs. Danida
China	2007	Institutional/Management Development Specialist on the identification of the second phase of the Danish Chinese Energy Cooperation Programme. Budget USD 20 million. Danida
Vietnam	2007	Private Sector Development Specialist on the joint annual review of the Business Sector Programme Support. Danida

Country	Date	Name and brief description of the project
Indonesia	2007	Process Consultant/Quality Assurance of the formulation of the second phase of the Environmental Support Programme. The objective of the assignment was to ensure that the various steps in the formulation process, including the preparation of the programme document, of the ESP 2 are carried out successfully, effectively and timely for the approval of the Danish authorities. Danida
Indonesia	2006-2007	Economist/Institutional Specialist on the Identification Mission for a second phase of the Environmental Support Programme. The objective of the mission was to assess and justify options, which will enable for decisions on future Danish support to Indonesia within environment. The indicative budget for the second phase was USD 32 million. Danida
Kenya	2006-2007	Project Director for Dairy Value Chain Study. The objective of the study was to identify constraints and opportunities in the dairy sector and to propose investment measures that can enhance the growth of the sector. World Bank (IFC).
Malawi	2006	Development Economist on assessment of the implementation of the strategic development plan 2003 – 2006 for National Farmers' Association of Malawi and appraisal of a request for Norwegian funding, USD 19 million, for the period 2006 – 2011. Norad
Uganda	2006	Development Economist on Technical Review of the Agribusiness Development Component of the Danish supported Agricultural Sector Programme Support. The purpose of the Review was to make an assessment of the technical adequacy of the work undertaken since the ABDC got underway in early 2005. This assessment was made in the context of the Main Programme and Component Documents and in particular, the assessment applied what is accepted as best practice for agribusiness development, specifically in the East Africa context. Danida
Kenya	2006	Team Leader on the final design of the joint Danida/Sida Environmental Sector Programme Support. The programme includes three components: (i) Environmental Policy Support; (ii) Strategic Environmental Management Support; and (iii) Community Based Environmental Management Support. Danida/Sida.
Malaysia	2005	Development Economist on the Annual Programme Review of the Malaysia-Danish Environmental Cooperation Programme. The assignment included assessment of the capacity development strategy, of the ECP impact monitoring system and of the Renewable Energy and Energy Efficiency Component. - Danida
Egypt	2005	Management Specialist on Technical Review of the Environmental Sector Programme. The focus of the review was to provide a technical assessment of the extent to which the re-shaped programme and its two components satisfy the intentions and conditions of the 2004 annual sector review. - Danida.
Kenya	2004 - 2005	Process Consultant on the preparation of a five-year Danish Business Sector Programme Support (BSPS) with a budget of DKK 150 million (USD 27 million). The overall development objective of the BSPS is to assist the Government of Kenya in alleviating poverty by creating an enabling environment for the private business sector to facilitate economic activity and enhance entrepreneurship, resulting in increased employment, productivity and foreign exchange earnings/savings. Team Leader for the Identification, Feasibility Study and Formulation Missions and responsible for final editing of the programme document. - Danida

<i>Country</i>	<i>Date</i>	<i>Name and brief description of the project</i>
Malaysia	2004	Development Economist on the Annual Programme Review of the Malaysia-Danish Environmental Cooperation Programme. The assignment included the preparation of terms of reference for the Development and Implementation of a Programme Monitoring System and of a job description for an ECP Programme Officer. - Danida
Kenya	2004	Team Leader / Private Sector Specialist on two formulation missions, which were part of the overall formulation of the Agricultural Sector Programme Support. The objective was to formulate the Agricultural Business Development Component, which included support to farm enterprise development, micro and small agri-business development and advancement of rural financial services. - Danida
Eritrea	2003- 2004	Team Leader/Institutional Development Specialist. Heading a team of process consultants, which over a 10-month period assisted the government in implementing a new organisational structure for the Ministry of Agriculture, in developing and introducing improved management systems and practices. Part of the process was to develop operational manuals for the two new departments responsible for regulatory and technical services, in establishing the National Agricultural Research Institute, in developing vision and mission statements and a communication strategy for the ministry as well as undertaking a training needs assessment within the ministry as a basis for the HRD strategy and plan - UNDP/UNOPS.
South Africa	2003	Development Economist on monitoring review of the Support to Education and Skills Development Programme (SESD). The objectives of the review were to ensure that the SESD programme was implemented in the most efficient and effective way; that it continued to be aligned to national and provincial Further Education and Training (FET) policies, legislation and plans, especially in relation to the FET colleges and to advice Danida, the National Authorities and the Provincial Steering Committees of the programme accordingly - Danida.
Uganda	2003	Private Sector Specialist on formulation mission, which was part of the overall formulation of the Agricultural Sector Programme Support, Phase II. The objective of this mission was formulation of the Private Sector Component – Danida.
Nepal	2003	Development Economist on the Joint Annual Sector Review of the Environment Sector Programme Support - Danida.
Egypt	2003	Management Specialist on Technical Review of the Environmental Sector Programme. The focus of the review was on the management of the ESP. The review made recommendations to the Joint Annual Sector Review relating to improving the efficiency and effectiveness of the programme management - Danida.
Eritrea	2002	Team Leader/Development Economist on Development of a Transformation Framework for the Ministry of Agriculture. The assignment was a continuation of the Functional Analysis carried out for the ministry under Danida support. The focus was on organisational and management issues relating to decentralisation of functions of the ministry in line with the government's policy and strategy for line ministries. A comprehensive decentralisation model for the Ministry of Agriculture was developed and presented to the Government - UNDP/UNOPS.

Country	Date	Name and brief description of the project
South Africa	2002	Team Leader/Development Economist. Preparation, planning and start-up of the Support to Education and Skills Development Programme. The assignment included three missions to South Africa: Establishment of programme management, planning and reporting framework. Mobilisation of national resource – provincial technical advisers, research institute for monitoring and evaluation, fund manager. Development of detailed implementation plans and official programme launch. - Danida
Eritrea	2002	Development Economist on technical review and re-planning mission for the technical and vocational education and training component under the education sector support programme - Danida.
Eritrea	2001 - 2002	Team Leader/Management Specialist on support to the implementation of a Functional Analysis of the Ministry of Agriculture. Work included technical and financial analysis of all functions of the ministry in light of its new role and mandate. An important outcome of the process was the development of detailed proposals for a major reorganisation and streamlining of the ministry making it learner and more efficient and effective – Danida.
South Africa	2001	Economist/Institutional Specialist on appraisal and completion of the programme documents for the Education and Skills Development Programme. The programme will assist the government of South Africa in streamlining and modernising the Further Education and Technical college sector at national level and in three provinces - Danida.
Malawi	2001	Institutional and Management Specialist on a mission to assist in the preparation of a 3-year Business Development Plan for NASFAM (National Smallholder Farmers' Association of Malawi) - Malawi. – Danida.
Worldwide	2001	Team leader for the team going to Egypt on Evaluation of the Danida Private Sector Development Programme (PSD). Assessment of implementation processes and documentation of the results of the PSD Programme were main objectives. In all 3 countries were selected; Vietnam, Egypt and Ghana – Danida
Eritrea	2001	Rural Business Support Specialist on formulation mission, which was part of the overall formulation of the Agricultural Sector Support Programme, Phase II. The objective was to formulate the Private Sector Initiative Component - Danida.
Uganda	2000 - 2001	Team Leader/Management Specialist on support to the implementation of a Functional Analysis of the Ministry of Agriculture, Animal Industries, and Fisheries (MAAIF). The aim of the support was to enable MAAIF to effectively and efficiently fulfil its new role and mandate under the plan for modernisation of agriculture in Uganda. An outcome of the functional analysis was proposals for restructuring and streamlining MAAIF - Danida.
South Africa	2000	Management and Institutional Development Specialist on Danida review mission - National Access Consortium Western Cape (NACWC). NACWC was a pilot project which will develop a new institutional form for the provision of education more responsive to the needs of young and adult learners with the aim of giving them access to further education and to employment - Danida.

<i>Country</i>	<i>Date</i>	<i>Name and brief description of the project</i>
South Africa	2000	Team Leader/Management and Institutional Development Specialist. Review of the Education, Training and Development Project for South Africa and the Southern African Region. South African Qualifications Authority (SAQA) is implementing the project – Danida.
South Africa	1999 - 2000	Team Leader/Institutional and Management Specialist on the Transformation of Education Project and the Education Management Development Programme (EMD), North West Province's Department of Education The latter is a continuation of the EMD Programme, which was launched in 1996. The Transformation Project's main objective was to develop and transform the education department to be sustainable and accountable, rendering a quality service, which is accessible, a service that promotes excellence and self-reliance, life-long learning, while it continually contributes towards economic growth - Danida.
Egypt	2000	Management Specialist on Multi-Donor Review of the Social Fund for Development (SFD). The SFD was established in 1991 in support of Egypt's Economic and Structural Adjustment Programme and in response to a high level of both poverty and unemployment – Danida.
Tanzania	1999	Team Leader/Economist on marketing study for the HIMA programme, Iringa region. The objectives of the study were to explore opportunities to assist farmers in profitable marketing of their produce and in identifying marketable products and to develop a sound, realistic and appropriate methodology/approach to improving the marketing situation for small-scale farmers - Danida.
Worldwide	1999	Team Leader/Institutional Development and Financial Management Specialist on a joint donor (Danida–SIDA) review of the International Council of Adult Education (ICAE), Toronto, Canada. ICAE represents the worldwide adult education movements of NGOs working at grassroots, national and international levels - Danida.
Egypt	1999	Institutional Specialist and Deputy Team Leader (Energy Sector) on the evaluation of Danida's country programme in Egypt - Danida.
Uganda	1999	Team Leader/Management Specialist. Formulation of sector programme support to the institutional and organisational development of the Ministry of Agriculture, Animal Industries and Fisheries- Danida.
South Africa	1999	Institutional Specialist. Appraisal of the Education, Training and Development Project for South Africa and the Southern African Region. Appraisal and completion of the project document prepared by South African Qualifications Authority (SAQA) - Danida.
South Africa	1999	Institutional and Management Specialist. Short-term consultancy to the Department of Education, North West Province, to initiate the transformation and restructuring of the delivery of public services to the education sector in the province- Danida.
Bangladesh	1998	Institutional Specialist and Deputy Team Leader (Transport Sector) on the evaluation of Danida's country programme in Bangladesh - Danida.

Country	Date	Name and brief description of the project
South Africa	1996 – 1998	Team Leader / Management and Institutional Development Specialist. The programme provided education management and leadership training to ministerial staff as well as to school principals and governing bodies. The programme also assisted in the establishment of an Education Management Information System at provincial and district level, including computer network and training – Danida.
South Africa	1998	Team Leader / Economist on Danida review mission - National Access Consortium Western Cape (NACWC). – Danida.
South Africa	1998	Development Economist on Mid-term Review of the Teacher Development Centre Project in the National Ministry of Education. The TDC was involved in project facilitation, policy support, research and institutional capacity building in relation to teachers development - Danida.
Kenya	1997- 1998	Institutional Development Specialist on Training Needs Analysis Study for Co-operative Bank of Kenya - Danida.
South Africa	1997	Development Economist on Mid-term Review of the Danida project: Rationalisation and Transformation of Justice in South Africa - Danida.
South Africa	1997	Team Leader / Economist on Danida review mission - National Access Consortium Western Cape (NACWC) - Danida.
Tanzania	1996	As Project Director participated in the formulation of a sector programme for the development of the private sector in Tanzania - Danida.
Uganda	1995 – 1998	Head Office Project Director. Primary Education and Teacher Development Project. Carl Bro provided the technical assistance team for the Project Implementation Unit (PIU) and for the Education Planning Department (EPD)- World Bank.
Eastern, Central and Southern Africa	1994	Development Economist. The Co-ordinated Multi-donor Programme for Integrated Tick and Tick-borne Disease in Eastern, Central and Southern Africa. A donor initiated consultancy to advise on the transfer of responsibilities for the production of East Coast Fever vaccines from FAO to a contractor - Danida.
Malawi	1993 - 1995	Head Office Project Director. Social Dimensions of Adjustment (SDA) Project. The objectives of the SDA project was to assist the government with: (a) improve its socio-economic database; (b) analyse data collected and carry out studies on the socio-economic impact of the SDA programmes; (c) formulate options for targeted social programmes; and (d) initiate a set of pilot options - African Development Bank
The Maldives	1992 – 1993	As Institutional Specialist/Economist participated in the development of a Water Strategy Plan for the Maldives - Danida.
Kenya	1992	Team Leader/Development Economist on study of the Farm Input Supply Scheme (FISS) - Danida.
Zimbabwe	1992 – 1993	Head Office Project Director. Technical Assistance to Zimbabwe Development Bank (Phase II) Project. The project assisted ZDB in improving financial and technical support to small and medium enterprises. – EEC.
The Philippines	1991 – 1992	Institutional Development Specialist on the Food Crop Policy Study. The objective of the study was to formulate a policy reform agenda including policy actions, institutional reforms and investment programme supportive of the Philippines Agricultural Development Plan (1990-95) - Asian Development Bank.
Nigeria	1991 – 1993	Team Leader/Economist on feasibility study for establishment of greenfield enzyme plant in Nigeria. The study was conducted in association with Novo Nordisk A/S, Denmark - Manufactures Association of Nigeria.

Country	Date	Name and brief description of the project
The Gambia	1991 – 1995	Head Office Project Director. Institutional Strengthening Project under the Social Dimension of Structural Adjustment (SDA) Programme. The project had the following objectives: (a) to strengthen data generation and analytical capabilities of the Central Statistics Department, Planning and Research Units in the Health and Education Ministries and Women’s Bureau; (b) to make Gambian planners aware of the social and economic impact of the SDA programmes in the Gambia; and (c) to up-grade the human resources in the target agencies - African Development Bank.
The Philippines	1990 – 1991	Team Leader/Management Specialist on the Financial Restructuring Study for the Local Water Utilities Administration (LWUA). LWUA was a government owned corporation, which provided financial and technical assistance to Water Districts (WD) and Rural Waterworks and Sanitation Associations (RWSA) throughout the Philippines (except for Metro Manila). The objective of the study was to develop options for financial restructuring of LWUA, which would bring it on a sound financial footing - The World Bank/Danida.
Worldwide	1990	Formulation of a proposal for a five-year FAO/Danida Regional Dairy Development Programme covering Asia, Latin America and Africa FAO/Danida.
The Gambia	1989 – 1993	Head Office Project Director. 2nd IDA Education Sector Project. For project details see below - World Bank.
The Gambia	1989	Deputy Project Manager, Projects Implementation Unit (PIU), Ministry of Education. Assisting the Government in preparation for a World Bank credit of US\$ 14.6 million for the 2nd Education Sector Project - World Bank.
Uganda	1989	Appraisal of Uganda Dairy Corporation (DC) project proposal for Danish Assistance to a phased rehabilitation of the dairy industry – Danida.
Uganda	1988 – 1989	Five months consultancy services to the World Bank for the preparation of the 4th IDA Education Project. – World Bank.
Indonesia	1987	Technical assistance to Bank Indonesia with the objective of supporting its efforts to expand credits to small farmers and small entrepreneurs in other sectors - Bank Indonesia.

13. Professional experience:

Date	2015 – 2017
Location	Nepal
Company	Ministry of Foreign Affairs (Danida), Copenhagen, Denmark
Position	International Senior Management Adviser
Description	Assigned to the National Rural and Renewable Energy Programme, Kathmandu, Nepal

Date	2012 – 2013
Location	Nepal
Company	Ministry of Foreign Affairs (Danida), Copenhagen, Denmark
Position	Senior Adviser
Description	Assigned to the National Rural and Renewable Energy Programme, Kathmandu, Nepal

Date	1998 – to date
Location	Denmark
Company	Development Associates ApS, Copenhagen
Position	Partner / Chief Economist – since 2015 as Associate
Description	Member of the Board of Directors Consultant on international development projects

Date	1996 - 1998
Location	Kenya
Company	Carl Bro Kenya Ltd., Consulting Engineers, Economists and Planners.
Position	Managing Director
Description	Management and administration of Carl Bro Kenya Ltd., a fully owned subsidiary of Carl Bro International a/s, Denmark. The company offered a strong local competence in the fields of Management Consultancy (financial management and accounting, HRD, institutional and organisational development, project preparation, monitoring and management) Information Systems (systems, specifications, development, design and implementation, systems support and maintenance) and Engineering (civil, structural, electrical and mechanical). As consultant Mr. Lang worked within the fields of management consultancy, and project formulation, management and evaluation.

Date	1988 – 1996
Location	Denmark
Company	Carl Bro International a/s, Consulting Engineers and Planners,
Position	Head of Department of Economics, Finance and Social Development. (Carl Bro Management a/s as per July 1, 1995)
Description	As Head of Department for Economics, Finance and Social Development responsible for consultancy services provided by the company within the fields of economics, banking, management, privatisation, institutional development and training, education, health and poverty alleviation. Mr. Lang was overall in charge of promotion activities, preparation of proposals, negotiation of contracts and technical and financial control of projects. He was responsible for the development and management of a permanent staff of 16 professional specialists, including economists, bankers, financial analysts, engineers, anthropologists and public health specialists and 3 administrative officers.

Date	1987 – 1988
Location	Kenya
Company	Co-operative Centre Denmark
Position	Chief Technical Adviser/Management Expert
Description	Assisting Kenya National Federation of Co-operatives (KNFC) Ltd. in its restructuring and institution building process.

Date	1984 – 1987
Location	The Gambia
Company	International Labour Office (ILO), Geneva, Switzerland.
Position	Financial Specialist.
Description	Developed, documented and implemented new accounting systems for Gambia Co-operative Union (GCU) Ltd. (annual turnover USD 15 million) and for its 82 affiliated co-operative enterprises.

Date	1981 – 1983
Location	Tanzania
Company	Danida (Danish International Development Agency), Copenhagen, Denmark.
Position	Management Adviser.
Description	Nordic Project for Co-operative Development in Tanzania. Management Adviser to consumer and multi-purpose co-operatives.

Date	1980 – 1981
Location	Denmark
Company	Bangladesh Trade Office, Copenhagen, Denmark.
Position	Marketing Adviser.
Description	Day-to-day management of the trade office in Copenhagen. Promotion of trade between Bangladesh and the Scandinavian countries.

Date	1979 – 1980
Location	Grenada (W.I.)
Company	International Labour Office, Geneva
Position	Co-operative Development Adviser.
Description	Assisted the government in re-organising and strengthening the National Agency for Co-operative Development. Participated in drafting a five-year development plan for the co-operative sector.

Date	1977 – 1979
Location	Kenya
Company	Danish Volunteer Service, Copenhagen, Denmark.
Position	Volunteer
Description	Assigned to Ministry of Co-operative Development, Kenya, as Accounting and Management officer. The work related mainly to agriculture marketing and consumer co-operatives in Taita/Taveta District.

Date	1976 – 1977
Location	Denmark
Company	A/S Styhr & Kjaer, Copenhagen, Denmark
Position	Assistant to Senior Financial Consultant.
Description	Feasibility studies on supermarket ventures. Analysis of budgets and accounts of existing supermarkets attached to the company.

Others:

Courses:

- Globalisation, Development and Business Challenges (IMD, Lausanne, Switzerland 2004)
- Navision Financials course (Mærsk Data, Dar Es Salaam, Tanzania 1995).
- LFA course (Nordic Consulting Group, Greve, Denmark 1989).

14. Publications:

- Functional Analysis – Developing Frameworks for Improved Organisational Performance. Published as part of Danida’s Working Paper for Design and Appraisal of Capacity Development Activities in Urban Environmental Management, June 2004. (<http://environment.dccd.cursum.net>)