

Soren Langhoff

Personal Information

Danish

Living with Neny, 2 children

Date of birth: 16.01.1965

- Personal references are available upon request

Education

1986 - 1993 University of Aarhus Denmark
M. Sc. Macro Economics

- Thesis on endogenous economic growth models and the growth effects of public sector intervention

1994 Ministry of Finance Denmark
Consultancy Diploma

1995 Copenhagen Business School Denmark
Pedagogical Diploma

Professional experience

2003 (Feb) - actual Ministry of Finance Moçambique
Long-term Consultant – SISTAFE implementation

With reference to the National Coordinator of UTRAFE (Technical Unit of the State Financial Administration Reform) in the Mozambican Ministry of Finance in Maputo responsible for:

- Conceptualization and design of the modernized Revenue Collection and Tax Administration (e-Tributação) system in Mozambique to be implemented through 2008 to 2010
- Conceptualization, design and implementation of a personnel salary payment system based on the new personnel database and through the e-SISTAFE (IFMIS) including roll-out
- Design, development and implementation of new Personnel Database - including use of biometric identification components in a web based architecture – through the successful carrying out in 2007 of a National census of Public Servants in Mozambique (166.000 individuals) including design and planning of system roll-out user training
- On-going participation in the on-going joint GoM (Government of Moçambique)/Donor workgroup on bringing off-budget activities on-budget
- As of January 2007 responsible for the Projects and Development department in UTRAFE with app. 45 consultants coordinating all new business and development projects in

UTRAFE related to e-Government and the Ministry of Finance

- Development of strategy for the National Datacenter
- Design and elaboration of the SISTAFE Action and Budget Plan 2006 – 2009 for the second phase of the SISTAFE reform: Approved by the joint GoM and Donor Committee in July 2006
- Implementation of the National Treasury Departments Single Treasury Account in cooperation with the Mozambican Central Bank
- Implementation of the National Treasury Departments Fiscal Programming (Programação Financeira) including programming of fiscal and non-fiscal revenue and donor (budget) support and release of funds for public expenditure according to funds availability
- Mapping of procedures and business processes and development of e-SISTAFE transactions in the National Treasury Department
- Participation in coordination of donor assistance through participation in joint Mozambican and donor Steering Committee (Mozambique, IMF, EU, World Bank, DANIDA, SIDA and DFID)
- Project management and coordination of a project unit (20 persons - International and National consultants) aimed at providing infrastructure and reform roll-out in all of Mozambique (State, Provincial, Municipal and district level) from May to December 2006 as preparation for National takeover of Management
- Participation in elaboration of training programme for app: 2.000 public sector employees in cooperation with the University Eduardo Mondlane and others
- Elaboration and execution of a number of Tenders (Works, Equipment and Services/Personel) and coordination of Procurement activities in collaboration with external Procurement Agent
- Coordination of refurbishment activities at the Ministry's Data Processing Center
- Participation in designing, planning and budgeting of reform activities
- E-SISTAFE (Integrated Financial Management Information System - IFMIS) Application, IT-infrastructure and network design
- Contribution to the development of the business (concept) model for the SISTAFE application
- Budget and administrative setup for reform activities

2007 (Dec-Jan)

UNDP

Moçambique

Short-term consultant: Macro Assesment on Public Sector Finance

Management in Moçambique

With reference to UNDP in Maputo, Mozambique, responsible for:

- Elaboration of Macro Assessment of the Public Finance Management in Mozambique based on PEFA methodology

2006 (Apr-September) Universidade Eduardo Mondlane

Professor: Knowledge Management in IT

With reference to Mathematical Institute at the University Eduardo Mondlane in Maputo, Moçambique, responsible for:

- Development of content and course material for the new IT-Master graduate course Knowledge Management in IT
- Teaching and grading of students at end of course

2005-6 Advisor to the Minister of Science and Technology Moçambique

Advisor: Introduction of e-Government and definition of Mozambican Government Interoperability Framework

With reference to the Minister of Science and Technology, Moçambique, participation in:

- Development of a Mozambican Government Interoperability Framework as the IT-architectural foundation for current and future e-Government activities and interoperation between e-SISTAFE and other Government applications and databases

2004 (Apr-August) Danida Moçambique

Short-term consultant on PROSAUDE (Health sector program) implementation

With reference to The Royal Danish Embassy in Maputo, Mozambique, responsible for:

- Participation in working group to evaluate the Financial Management development plan and the Financial Management Manual (FMM) elaborated by the Mozambican Ministry of Health in relation to the preparation for PROSAUDE
- Elaboration of recommendations regarding the FMM, the development plan and auditing of the PROSAUDE Financial Management

2002 (Nov-Dec) Ministry of Planning and Finance Moçambique

Short-term consultant on SISTAFE implementation

With reference to the Mozambican National Coordinator of UTRAFE responsible for:

- Elaboration of technical specifications of ERP-package for SISTAFE tender

2002 (Sep) Danida Moçambique

Short-term Danida consultant on SISTAFE implementation

With reference to The Royal Danish Embassy in Maputo,

Mozambique, responsible for:

- Elaboration of the Danish Sector Programme Document giving support to UTRAFE/SISTAFE (Government Technical unit/State Financial Administration System) development and implementation

2000 – 2003 (Jan) DPADR, Cabo Delgado/Danida Moçambique
PROAGRI (Agricultural Sector Program) Planning and Financial
Management Adviser

With reference to the Provincial Director of Agriculture and Rural
Development, Cabo Delgado, and the Chief Advisor of the Danida Sector
Program Support responsible for:

- Coordination and management of the participatory process of development of strategic objectives for the Provincial Directorate within the Directorate, Districts and with external development partners (NGO's, public institutions and citizens)
- Coordination of and assistance to the Provincial agricultural planning process
- Development of a monitoring and evaluation system involving external partners (NGO's and others)
- Capacity building and training in relation to the administrative development at District level (strategic planning, accounting and monitoring/evaluation)
- Introduction of a computerized planning and accounting system at provincial and District level (training, capacity building and supervision)
- Elaboration of various manuals and guidelines
- Identification of training needs at Provincial and District level and identification of candidates for training courses in Denmark
- Participation in various reviews and evaluation of progress of Sector Program and miscellaneous Assessment missions

1998 - 2000 Ministry of Interior Affairs Denmark
Chief Consultant/Financial controller

With reference to the Director General of the Danish Immigration
Service (Ministry of Interior Affairs) and the Director of Economic
Department responsible for:

- Cooperation with the external partners of the Immigration Service (e.g. Ministry of Interior Affairs, Ministry of Finance, Auditor General of Denmark, Danish Red Cross and Danish refugee Aid) in relation to developing the foundation for the Service` strategic move towards a more efficient performance and flexible capacity and to issues concerning general analysis (general evaluation and monitoring)
- Strategic development of Administration and Financial Management (e.g. expanding the use of performance measuring and indicators, Quality Management, implementation of

improved IT-tools in service processes) in the Immigration Service

- Administrative and financial controlling (evaluation of results in relation to use of resources) in the Immigration Service as well as planning, preparing and developing Management Information and Reporting
- Project management, capacity building, and management of external resources (e.g. consultancy companies KPMG, Ernst & Young and Cowi Consulting) in cooperation with all departments in the Immigration Service in relation to improve resource allocation, performance and organizational flexibility
- Preparation of workplans and progress reports for and heading the Controller Unit

1998 – 1998 Ministry of Foreign Affairs Denmark
Head of Section

With reference to the Head of Division and the Financial Controller of the Development Funds in the Economic Department responsible for:

- Relationship to external partners (e.g. Ministry of Finance, Auditor General of Denmark) and budgeting/accounting tasks relating to the Ministry's contribution to the annual Fiscal Bill and Financial Report especially in relation to the Danish International Development Assistance
- Production and coordination of Ministerial Financial Management Information in general and in relation to the Danish International Development Assistance
- Tasks relating to overall Financial Management in the ministry (e.g. control and execution of payments to external partners, transfer of grants and appropriations to internal and external partners, setting up new accounts, preparing the implementation of the Navision Budgeting and Accounting System)
- Presentations to employees being posted abroad concerning the Financial Management system and the work routines related hereto of the Ministry

1995 – 1996 School of Public Administration Slovakia
Expert on Public Financing and Budgeting

As Expert on Public Financing and Budgeting in the PHARE-financed programme: Technical Assistance to Public Administration in the Slovak Republic the responsibilities were to:

- Prepare and execute training on Financing and Budgeting in Public Administration in cooperation with the National Slovak School of Public Administration with focus on higher level civil servants in the Government and Municipal Sector

Prepare an instructors manual in cooperation with the National

Slovak School of Public Administration with the objective of enabling course participants to carry out further teaching.

1994 - 2000 Copenhagen Business School Denmark
External Professor on Management Economics

With reference to the Head of the Managerial Economics department responsible for:

- Planning, coordinating and preparing study programme and material for the course in Managerial Economics
- Lectures on International Economics, Budgeting and Accounting, Investment, Game Theory and Financing and Organizational Theory
- Supervision of and advisor on student projects
- Grading written and oral examinations and projects

1993 – 1998 Ministry of Finance Denmark
Head of Section

With reference to the Head of the Consultancy Division in the Agency of Administrative Affairs (Ministry of Finance) responsible for:

- Redesign of business processes in the Agency in cooperation with the employees and ProMentor Consulting A/S as well as strategic development of the Agency in cooperation with PA Consulting A/S and in connection to this plan and coordinate capacity and human resources building (e.g. on-the-job training, education, new employee profiles) in relation to newly designed jobs and strategy
- Planning and execution (project leader) of projects analysing Strategic Development, Decentralization, Organizational structure/staffing and Financial Management in a number of Danish Government Sector institutions (e.g. the Danish National Railroads, the Danish Directorate for Development, the Ministry of Foreign Affairs, the Labour Market Authority, the Danish Immigration Service, the Danish National Institute of Animal Science, the Department of Prisons and Probation, Statistics Denmark, the Danish Refugee Aid) in cooperation the respective Ministries
- Planning and execution of various courses and seminars covering Financial Management with focus on higher level Danish civil servants as well as writing a number of manuals/tutorials on development of Financial Management in the Government Sector
- A number of presentations on Danish Public Administration to delegations from Brazil, China, Sweden, Portugal, Norway, Finland, the Nordic Council as well as to a number of Danish institutions

Publications

“Efficient Public Sector Work Processes” – Guidance for Public

Sector Institutions published by the Danish Ministry of Finance, 1999 (in Danish)

“Financial Management in Public not-for-profit organizations” - Chapter in "Handbook on Financial Management" published by Danish Association of Young Certified Public Accountants, 1998 (in Danish)

Languages

English, Spanish and Portuguese

Other activities

- Various courses, seminars and conferences in relation to Public Sector Management and Development (Institutional Set-up and Development, Public Finance, Budgeting, Total Quality Management, Business Process Analysis and Reengineering and IT-security), 1993 – 2007
- Various courses and conferences on Leadership, Negotiation, Communication and Change Management, 1993 – 2000
- Various courses and seminars in relation to development and use of IT-tools (Accounting and Budgeting Systems, Databases, Report Generating tools and Management Information Systems), 1993 - 2000
- Various courses in English (e.g. Language School at Ministry of Foreign Affairs), Portuguese (e.g. Collegio Oswaldo Cruz, Ribeirão Preto, State of São Paulo, Brazil, and CIDAC training centre, Lisbon, Portugal) and Spanish (e.g. General Certificate of Education A-level (grade: 13))
- Danida preparation course at Hornbækhus, Denmark, 2000
- Course in the use of the Logical Framework Approach at Ministry of Foreign Affairs, 1998
- Participation in the joint preparation between the Agency of Administrative Affairs and the Danish School of Public Administration of a bid for a PHARE-financed project in Bulgaria with the Bulgarian Ministry of Finance, 1996
- Participation in the joint preparation between the Agency of Administrative Affairs and Carl Bro Management A/S of a bid for a EU-financed project in Niger with the Nigerian Ministry of Finance, 1996
- Various trips to the Americas, Australia, South East Asia as well as Eastern and Western Europe, 1983 – 2003
- Leader of international workcamps in Denmark for the Danish Association for International Cooperation (Mellemfolkeligt Samvirke) with participants from all over the world, 1992 – 1993