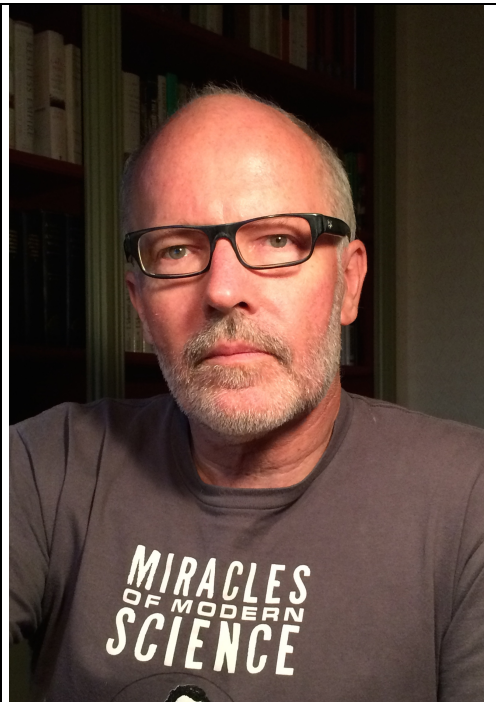


## March 2016

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## Education

Dates attended	Name and location of institution	Academic degree	Main field of study
1968 -1971	St: Petri School, Malmö,	"Studentexamen" Matriculation examination	Social Sciences
1973 - 1976	Stockholm School of Economics, Stockholm	"Civilekonom"	Business administration and economics
1975 - 1976	University of Stockholm, Stockholm	No degree	Arabic languages
1977 - 1985	Stockholm School of Economics, Stockholm	Ekonomie doktor Ph.D	Business administration. Title of thesis: Planning and Evaluation in Aid Organizations.
1980 - 1981	Wharton School, University of Pennsylvania, Philadelphia	Part of above	Social Systems Sciences

## Employment

Organisation	Position and Duties	Dates
Andante – tools for thinking AB	Owner and manager of the company. <a href="http://www.andante-evaluation.com">www.andante-evaluation.com</a> .	April 1989 up to the present
FIDE AB	Project Manager. Consultant in the fields of small-scale industrial development and evaluation research	April 1987 to April 1989
Institute of International Business, Stockholm School of Economics	Research Associate Research in the fields of international business. Teaching research methodology and international business subjects.	January 1977 to April 1987
The Busch Centre at the Wharton School, University of Pennsylvania	Research Associate Assisting with data collection and analysis of projects in quality of working life and industrial organisation	September 1980 to September 1981
The United National Industrial Development Organisation (UNIDO)	Junior Professional Officer Assisting in the design, management and evaluation of UNIDO's projects in Tanzania. Based in the UNDP office in Dar-es-Salaam	June 1978 to June 1980

## Professional associations

Svenska Utvärderingsföreningen (The Swedish Evaluation Society), 2004 -  
The International Federation for Systems Research, 2002 -  
European Evaluation Society; EES, 1995 -  
The International Evaluation Research Group, 1998 -  
Utvärderarna (a network of evaluation professionals in Sweden); 1996 – 2004  
European Association of Development Research and Training Institutes, EADI. 1991 -  
Society for International Education, Training and Research, SIETAR. 1982 - 1990  
European International Business Association, EIBA. 1982 – 1986

## Board Membership

Andante – tools for research AB, and Andante tools for thinking AB, Andante Consultants AB 1989 to present date. [www.andante-evaluation.com](http://www.andante-evaluation.com)

Kiriot AB. 1991 - 2000. Kiriot AB is a company conducting basic research on textile fibres, textile engineering and laboratory development of textiles, including quality measurements and product testing. Kiriot Care AB. 1993 - 2000. Kiriot Care AB is a subsidiary of Kiriot AB, set up to develop patent rights and to introduce new products on the basis of applied research and product development of textile fibres and applications.

Swedecorp (The Swedish Government Agency for Industrial Development Cooperation). 1991 - 1995.

Swedfund International AB (The Swedish Fund for equity participation in joint ventures in developing countries and Eastern Europe). 1991 – 1993.

The Baltic Institute. 1993 – 1997. The Baltic Institute is an independent research organization at the University of Växjö, conducting social science research on regional development in the Baltic area, as well as offering courses on Baltic issues.

Rädda Barnen (Swedish Save the Children). 1999 – 2005. Member of the board of the Strängnäs section of the Swedish national organisation.

Friskolan Asken. 2000 – 2005. Friskolan Asken is an independent school in Strängnäs, teaching grades 6 to 9.

Svenska Utvärderingsföreningen. (The Swedish Evaluation Society) Elected to the Board in 2006, elected to Vice-Chairman 2008, elected to Chair 2010 – 2011. [www.svuf.nu](http://www.svuf.nu)

The James Joyce Society of Sweden and Finland. Elected to the Board in 2007. [www.jamesjoycesociety.com](http://www.jamesjoycesociety.com)

“Evaluation. The International Journal of Theory, Research and Practice” Elected to the Editorial Advisory Board in 2006.

Biografcentralen. Elected to the Board in 2011. Biografcentralen is an organisation that promotes quality films in Sweden through network building with cinemas, assistance and coordination of international activities, distribution, procurement and other activities. It is supported financially the Swedish Film Institute. [www.biografcentralen.se](http://www.biografcentralen.se)

Myndigheten för Kulturanalys. Appointed to the Scientific Advisory Board. November 2011 and onwards. The organisation is the governments independent centre for evaluation and analysis of cultural policy. [www.kulturanalys.se](http://www.kulturanalys.se)

European Evaluation Society. Elected to the Board in 2011 - 2015. [www.europeanevaluation.org](http://www.europeanevaluation.org)

## Teaching

*Below follows courses that were not part of the ordinary tasks specified under "Employment" above, but were conducted as invited guest lecturer or visiting professor.*

Autumn 1993. Cross-Cultural Management. A course on International Management Behaviour for students on their third or fourth year of management studies. The course covers ten weeks and aims at preparing students for international management work. Conducted at the University of Växjö, Sweden.

Spring 1994. International Management Behaviour. A course on the cultural dimensions of International Management conducted for students on a joint MBA program between the Universities of Växjö and Hertfordshire. Conducted at the University of Hertfordshire, England.

Autumn 1994. Cross-Cultural Management. A course on International Management Behaviour for students on their third or fourth year of management studies. The course covers ten weeks and aims at preparing students for international management work. Conducted at the University of Växjö, Sweden.

Autumn 1994. Participatory evaluation. A training module for staff development programmes at UNDP.

Spring/autumn 1995. Evaluation methodology in the context of aid administration and development cooperation. A doctoral programme at the Peace and Development Research Institute at the University of Gothenburg. The course was developed and conducted together with Jerker Carlsson.

Autumn 1996. A training programme on evaluation methodology, for staff members at Sida. The course runs from October to December, and is directed at the evaluation network, that is, the professionals responsible for evaluation at different divisions in the organisation. The course was conducted by Jerker Carlsson and Kim Forss.

Spring 1999. Together with faculty members of Oslo University (Norway), and Knuts Samset, Scanteam International, designing and conducting a course in evaluation methodology as part of an international MBA programme in Public Health management.

Autumn 1999. Design, pilot test, and replication of a training programme on the use of indicators and performance management, for staff members and project personnel of the UNDP office in Viet Nam. The workshops were conducted with resource persons and facilitators from Viet Nam, under the auspices of UNDP.

Spring 2000. Together with faculty members of Oslo University (Norway), and Knuts Samset, Scanteam International, designing and conducting a course in quality assurance and evaluation methodology for international MBA students from all disciplines at the University of Oslo. Repeated 2001, 2002, 2003

Autumn 2000. Training programme in participatory evaluation - theory, methods and practice. A 3 day programme for Norwegian NGOs, at "Bistandstorget". November 21 - 23, Oslo.

Autumn 2002. Training module on impact evaluation, Developed for the Controller Programme in Swedish Public Administration, run by Ekonomistyrningsverket. Repeated 2003.

2002, 2003, 2004. Invited guest lecturer to a training programme for staff of Parliamentary committees/public inquiries. Lecture on quality assessment of public inquiries. Kommittéservice, Regeringskansliet

2011. Design and implementation of a course module on the "Theory and Practice of Utilization-Focused Evaluation. The National University of Rwanda. The module was part of the Master of Arts programme in Peace and Conflict Resolution Studies.

2004 – 2015, invited to talk and give courses on evaluation and evaluation methodology in various contexts, for example at the Stockholm Centre for Organisational Research (SCORE), Stockholm University, Karolinska Institutet, Försvarshögskolan, Totalförsvarets Forskningsinstitut, Växjö University, Lund university, Linköping university, the French and German Evaluation Associations, etc.

## Public inquiries

*Over the years I have taken part in several public inquiries/committees either as an expert, a consultant, or as an appointed member. These are listed in chronological order from 1991 onwards to the present date.*

The Secretary of State's Reference Group for the Nordic UN project. (Statssekreterarens Referensgrupp för Nordiska FN-projektet.) 1988 to 1991.

The Public Inquiry on the Organization of Bilateral Development Cooperation. (Biståndsorganisationsutredningen, SOU 1990:17)

The Ministry of Foreign Affairs Inquiry on Evaluation and Effectiveness in Development Cooperation. (Översyn av effektivitet och utvärdering i biståndet). Ds 1990:63

The Public Inquiry on Governance and Coordination in Development Cooperation. (Kommittén rörande styrnings och samarbetsformer i biståndet.) SOU 1993:1

The Public Inquiry on Objectives and Structure of the Publicly Financed Museum System. (Utredningen om översyn av mål- och strukturfrågor mm inom det statliga och statsunderstödda museiväsendet). SOU 1994: 51

The Public Inquiry on development cooperation policies (En rättvisare värld utan fattigdom; betänkande av Biståndspolitiska utredningen) SOU 2001: 98

The Public Inquiry on Personnel Management in the Defence Forces. (Personal för ett nytt försvar. Betänkande av personalförsörjningsutredningen). SOU 2001::23

The Public Inquiry on Employment conditions in the Foreign Service. (Utlandstjänstens villkor: Arbetsvillkor, ersättningssystem och skatteregler för statligt anställda under utlandsstationering). SOU 2004:24

A Review of the Military Academy. (Försvarshögskolan. En översyn.) SOU 2004:58

The Expert Committee on the Analysis and Evaluation of Development Cooperation Policy. Appointment to the Committee from 2013 through 2016. [www.eba.se](http://www.eba.se)

## Long-term consultancy assignments

*Here follows a list assignments that I have had that did not result in any publication, such as an evaluation report, or a written organisational or policy analysis. In these cases, my role was to provide advise on monitoring, evaluation, quality control organisational development over a longer period of time, under a framework agreement with the organisation mentioned.*

The Nordic Development Fund, Helsinki. The Nordic Development Fund is a multilateral agency that provides credits for projects in the developing countries. It is jointly owned by the five Nordic countries, and located in Helsinki. Since 2001, I have a framework agreement to assist with advice on the design of an evaluation policy and implementation of systems of performance management, monitoring and evaluation.

Statskontoret, (The Swedish Agency for Public Administration,), Stockholm. In January 2001 the Ministry of Justice initiated a project whereby 24 public agencies (including the tax authorities, the social security offices, the customs authorities, the agriculture board, and several others) were to develop service declarations and service dialogues linked to organisational development. It was a 2 year project, coordinated by Statskontoret and Statens kvalitets- och kompetensråd. The project was to be evaluated and my role was to assist with the design and implementation of a process of participatory evaluation with the 24 organisations involved, leading to a consolidated evaluation report in March 2003 (Lyssna för att lära och lova. Utvärdering av en försöksverksamhet med servicedialoger och serviceåtagande. Statskontoret 2003:9, also available at [www.statskontoret.se](http://www.statskontoret.se) ). In 2004

a new project of service coordination between five public authorities (tax authorities, social security, and others, was initiated, and I had a 2 year framework contract to assist with the evaluation of this project. The full program can be seen at the same web address as above, under the subtitle of “VISAM”. During 2008 I assisted in the pilot project to develop a new model for assessment of public authorities (myndighetsanalyser). The final report was presented to the government in December 2008. During 2010 I took part in an analysis of the Regional Authority in Kalmar (Myndighetsanalys av Länsstyrelsen i Kalmar Län), which was presented to the Ministry of Finance in June 2010.

The Foundation for Strategic Environmental Research, Mistra, Stockholm. The Foundation funds environmentally oriented research. It has an evaluation policy whereby each research project is subjected to an impact assessment at the time of a first application, in case of an application for second and third phase of research, and when the project is completed. My role is to assist with methodological advice to Mistra, as well as to advice independent evaluators (who are mostly chosen because of their knowledge of specific technical subject areas) on issues of evaluation methodology. My assignments for Mistra started in 2003.

Export Music Sweden AB is an organisation set up to promote the export of Swedish music; pop, rock, jazz, classical and all other genres. ExMS is funded by the associations of recording companies, publishing houses, as well as by the Swedish collection Society, STIM. Since 1999 I have had an agreement to monitor the export performance of the Swedish music industry. This builds on a method of data collection through official statistics, annual reports of companies, and interviews, that I designed in 1998. Reports have been published every year from 1999 up to 2003. They are available [www.exms.com](http://www.exms.com)

Expert Panel on the evaluation of development cooperation from the European Commission. The evaluation unit for development cooperation has a three-year program to develop policy, training materials, processes and structures for evaluation. An expert panel was appointed to advise on progress. It has six members, and met once a year between 2003 and 2005, and I was one of the six members.

EuropeAid. In 2003 the European commission invited tenders for a three year framework contract to develop methodologies in this respect and to also undertake evaluation of country strategies. A consortium of French and German companies won the tender, and I was one of the evaluation team members. My part was to work with the development of the methodological approaches to country strategy evaluation, to report on good practice from other organisations in development cooperation and to assist in quality control.

The Ministry of Education, Stockholm. During the latter half of 2009 Sweden was the Chair of the European Union. The Swedish government was set to evaluate its performance during the chairmanship, and the Ministry of Education entered into a framework agreement with me for methodological advice and support, starting with the planning of an evaluation, methodological choices, implementation and support to the Ministry in conduction the evaluation, and setting standards for achievement. The contract started in mid 2008 and continued until the Ministry's final reporting in 2010.

Macro-evaluation of DFID's policy frames 'Empowerment and Accountability' and 'Gender Equality'. This is a collaboration with the consulting firm Itad, based in Brighton, to be part of team managing these two macro-evaluations. I joined the proposal to DFID as team leader, which function I had during the inception phase. The team has since been reorganised and I took part as methodological advisor 2015.

Facilitator, the IDA 17 Working Group on Results. The World Bank IDA17 replenishment lasts from 2014 – 2016, and during that time a Working Group of Deputies to the World Bank and senior management is set up to contribute to results management. The Working Group is co-chaired by Kenya, Sweden and the UK. Andante - tools for thinking AB has a contract with DFID to facilitate the meetings of the Working Group during the IDA 17 replenishment period. Apart from taking part in discussions on the agenda, providing advice on external resources, providing concept notes etc. as requested by the Group, the assignment includes undertaking a feedback study on results cultures in a sample of borrowing countries.

Quality control and technical assistance on evaluation methodology for DFID. A framework contract over a longer period of time to participate in DFID's pool of technical expertise for external quality assurance of major evaluations (mandatory in DFID) and provision of selected technical expertise according to demand. This translates into series of smaller requests for reviews, usually 3 – 4 days for each evaluation, sometimes more for methodological support relating to the design of evaluations and assessment of Inception reports. Estimated to last through 2016.

## Publications

*Most of the work that I do end up in some form of publication, either an evaluation report, a study for those who commissioned the work, or as research papers and books. In the lists below I have sorted out the different types of publication, starting with the most recent work and going backwards in time. In total, there are 11 books, 21 peer-reviewed and published scientific papers, 34 working papers and conference papers, 89 evaluations and 49 consultancy reports (most of them on evaluation policy and practice), by July 2015.*

### Books

Speaking Justice to Power; Ethical and Methodological Challenges for Evaluators. Edited together with Mita Marra. Transaction Publishers, New Brunswick, 2014.

Evaluating the Complex; Attribution, Contribution and Beyond. Edited together with Mita Marra and Robert Schwartz. Transaction Publishers, New Brunswick, 2011.

Utvärdering som hantverk – bortom mallar och manualer. Lund: Studentlitteratur 2007 (An introductory text on the art of evaluation, to be used in academic and practical training programs on evaluation.)

Vad kostar det att regera? En studie av Regeringskansliets dimensionering nu - och i framtiden. Ds 2000: 27. ("The size and scope of Central Government". The Central Government Offices, Stockholm)

Att ta sig ton: Svensk musikexport 1974 till 1999. En rapport till Expertgruppen för Studier av Offentlig Ekonomi. Finansdepartementet, Stockholm. (A study of the export successes of the Swedish Music Industry, 1974 to 1999. A report to the Ministry of Finance)

Tomorrow's Global Health Organization: ideas and options. Ministry for Foreign Affairs: Stockholm (with Bo Stenson and Göran Sterky)

Bra Beslut - om effektivitet och utvärdering i biståndet. Ds 1990:63. (with Jerker Carlsson).

Environmental Management in Small Scale Industries. A Handbook. (with Albert Bachs, Lars Landner and Sten Hagman. 1990. This book is also translated into Latvian by Professor Juris Mikelsons at the University of Riga under the title "Vides Aizsardzibas problemu risinasana rupnieciba" and into Russian, both translations in 1991.

Biståndsmyndigheternas arbetssätt. Utrikesdepartementet.. Stockholm, 1988

Arbete utomlands - En skrift om kulturskillnader, Studentlitteratur, Lund. 1987

Planning and Evaluation in Aid Organizations; EFI/IIB, Stockholm (Ph.D. thesis). 1985

### Peer-reviewed scientific papers, contributions to edited volumes

2015. Evaluation of coordination against trafficking in persons: A case study of a complex evaluation. Chapter 18. In Bamberger, M., Vaessen, J., and Raimondo, E. (forthcoming 2015) *Dealing with Complexity in Development Evaluation: A Practitioner's Guide*. Sage: London

2012. *Evaluation and Culture*. Editors Jean-Claude Barbier and Penny Hawkins. Transaction Publishers. Chapter 2, by Kim Forss: Four organisation and four evaluation cultures.

2010. *Reflexive Practice: Professional Thinking for a Turbulent World*. Editor Kent Myers. Palgrave – MacMillan: New York. Chapter 9 by Kim Forss: Reflexive Practice on the Global Scene.

2008. Evidence-based Evaluation of Development Cooperation: Possible? Feasible, Desirable? In *IDS Bulletin* (Institute of Development Studies) Volume 39, Number 1, March 2008. Special issue on Impact Evaluation: The Experiences of Official Agencies. (written together with Sara Bandstein. This was a elaborated version of the paper presented to SVUF below)

2006. *From Studies to Streams. Managing Evaluative Systems*. Editors Ray C. Rist and Nicoletta Stame. Transaction Publishers, New Brunswick. Chapter 13 by Kim Forss and Claus Rebien: "Evaluation, Knowledge Management, and Learning: Caught Between Order and Disorder."

2005. An evaluation framework for Information, Public Consultation, and Participation. In "*Evaluating Public Participation in Policy Making*". OECD, Paris, 2005.

*Chasing a ghost – reflection on capacity building in an evaluation process*. Paper submitted to the 6<sup>th</sup> annual meeting of the European Evaluation Society. Together with Edle Tenden, Sandy Taut and Stein Erik Kruse.

*Process Use of Evaluations: Types of Use that Precede Lessons Learned and Feedback*, Evaluation, Vol 8 (1) 29 – 45. 2002. Co-authored with Claus Rebien.

*Square Pegs and Round Holes: Evaluation, Uncertainty and Risk Management*. Evaluation, Vol. 5 (4), 407 – 421. 1999. Co-authored with Knut Samset.

The future of global health collaboration: designing a new World Health Organisation. Submitted for publication in Current Issues in Public Health, and accepted in August. Together with Bo Stenson and Göran Sterky.

The Quest for Quality - or can evaluation results be trusted? Evaluation, Vol (4), 481 – 502. 1997 Co-authored with Jerker Carlsson.

How to design organisations with a capacity to learn – with special reference to aid administration. In Stokke, O., Foreign Aid Towards the Year 2000: Experiences and Challenges. Frank Cass: London. 1996

Från maskin till hologram - några tankar kring museernas organisation. Bidrag till tidskriften *Nordisk Museologi*. 1995

*Evaluation Systems when Aid Policies are Changing*. Project Appraisal. Vol 9 (1) 29 - 36. Together with Knut Samset and Basil Cracknell. 1994

*Can Evaluation Help an Organisation to Learn?* Evaluation Review. Vol 18 (5) 574 – 592. 1994

*Dirty research in real places – a piecemeal approach to studies in cross-cultural management*. In Sjögren, A. and Jansson, L., Culture and Management in the field of ethnology and business administration. IIB/Stockholm School of Economics. 1992

The Evaluation Policy and Performance of Sweden. In Stokke, O., Evaluating Development Assistance: Policies and Performance. Frank Cass: London. 1991

Case study, Volvo AB in Hungary; in von Schirach (ed): Öststatsaffärer; Studentlitteratur, Lund. 1987

Case study, LKB produkter in the Soviet Union, part 1 and 2; in von Schirach (ed): Öststatsaffärer, Studentlitteratur, Lund. 1987

## **Working papers and conference publications**

2016. The Scandinavian Evaluation Culture: Content and Evidence. Paper presented to the UKES Conference in London. Together with Claus Rebien.

2014. Using 'Big Data' for Equity-focused Evaluation - Understanding and Utilizing the Dynamics of Data Ecosystems. Presentation at the 11<sup>th</sup> biennial meeting of the European Evaluation Society (together with Jonas Norén), Dublin 1<sup>st</sup> and 2<sup>nd</sup> October.

2012. Complexity, Systems thinking and Evaluation. Presentation at the 10<sup>th</sup> biennial meeting of the European Evaluation Society (together with Richard Hummerbrunner and Martin Reynolds, Mita Marra and Burt Perrin). Helsinki 3 and 4<sup>th</sup> October.

2012. Evaluation Culture(s) – One or Many? Presentation to the Nordic Evaluation Conference, Aalborg Denmark 13 – 15 June.



2010. The methodology of synthesis evaluation. Presentation at the 9<sup>th</sup> biennial meeting of the European Evaluation Society. Prague 6 and 7<sup>th</sup> October.

2009. Evaluations of complexity – a comparative case study of three international policy evaluations. Paper presented to the Biannual meeting of the Swedish Evaluation Society. Stockholm 22-23 October

2008. The persistence of traditions – the evaluation landscape in Sweden. Paper presented at the Annual meeting of the French and German Evaluation Societies, Strasbourg 4 – 5 July.

2008. Chasing a ghost – reflection on capacity building in an evaluation process. Paper submitted to the 6<sup>th</sup> annual meeting of the European Evaluation Society. Together with Edle Tenden, Sandy Taut and Stein Erik Kruse

2007. Evidence-based Evaluation of Development Cooperation: Possible? Feasible, Desirable? Paper presented to the Annual Conference of the Swedish Evaluation Society. Stockholm in October 2007. (with Sara Bandstein).

2005. The design of evaluation systems - why is Sweden out of phase and will it remain so? Paper presented to the annual conference of the Swedish Evaluation Society, October 20 to 21, 2005.

2005. Deliberative Democracy: Evaluation of Methods and Types. Invited paper for the International Expert group on Conflict Resolution and Participatory Governance. 6 – 7 October, Seoul, Republic of Korea. Hosted by the National Research Council for Economics, Humanities and Social Sciences.

Cost and benefits of diversity –a note on the culture of evaluation and the evaluation of cultures. A paper submitted to the European Evaluation Society Annual Conference 2002, Seville, October 10 – 12.

Process use – beyond feedback and lessons learned. Paper presented at the annual conference of the European Evaluation Society. Lausanne 12 - 14 October, 2000. Together with Jerker Carlsson and Claus Rebien.

Sector Wide Approaches: from principles to practice. A research paper commissioned by the Department of Foreign Affairs, Dublin, Ireland. Together with Professor Oliver Sassa, and Dr. Harriet Birungi. 2000

Network design and sector wide approaches: theory, methods and case studies. A paper presented to the conference on the operationalisation of Sector Wide Approaches, at the Royal tropical Institute, Amsterdam. 2000

Institutional cooperation, joint ventures, twinning and institutional development. Which are the real issues and challenges? Keynote speech delivered at the Bergen seminar on Institutional Development, March 1 - 3, The Chr. Michelsen Institute. 1999

Square pegs and round holes: evaluation, uncertainty and risk management. Paper for the European Evaluation Society's Annual Conference in Rome, October 29 - 31, 1998 (together with Knut Samset)

The Quest for Quality - or can evaluation results be trusted? Paper presented to the IInd Annual Conference of the European Evaluation Society. March 6 - 7, 1997. (with Jerker Carlsson)

The use of evaluation results in development aid. Paper presented to the IInd Annual Conference of the European Evaluation Society. March 6 - 7, 1997. ( with Jerker Carlsson)

Supporting Democracy; a note on data and evaluation quality. Paper presented to the IInd Annual Conference of the European Evaluation Society. March 6 - 7, 1997. ( with Jerker Carlsson and Anette Gröjer)

Money and Mambas. A case study of a participatory evaluation process. The case exists in a set of three sections, together with a teachers manual. It is also published in "Who are the Question makers?" A guidebook on participatory evaluation. UNDP, 1997.

Vad är ett museum och vad bör det vara - några kommentarer kring organisationsfrågan. Artikel i *Svenska museer*, tillsammans med Bo Nilsson.

Towards a holographic agency for development cooperation - some thoughts on the design of institutions to support flexible specialization. Paper for the workshop on New Approaches to Industrialization: Flexible Production and Innovation Networks in the South. 26 - 27 June 1992, EADI Lund, Sweden.

Participatory Evaluation: Questions and Issues. A Report commissioned by the Central Evaluation Office, UNDP. 1989:1

Swedishness in Legislation, Multinational Corporations and Aid Administration; Research Paper, IIB/SSE. 1984

Evaluation in Aid Organizations; Research Paper, IIB/SSE. 1983

A Review of Industrialization and Development Policies in Tanzania; Research Paper, IIB/SSE. 1983

Managing Cultural Differences: The Experience of Swedish - Japanese Ventures; Research Paper, IIB/SSE.

Introduction to a QWL Effort - A case study of the SUN Petroleum Products Companies Toledo Refinery, Research Paper, Wharton School (with Mike Kitson). 1981

Personnel Policies with regard to Senior Executives: A Survey of the 20 largest companies in the U.S.; The Busch centre, Research Paper, Wharton School. 1981

A Cross-Cultural Comparison of Environmental Factors Affecting Job Satisfaction and Quality of Work Life Reforms; Paper for the conference: Beyond Productivity: The Quality of Work Life and the Adaptive Organization, at the Wharton School. May 1981.

Sister Industry Programme - An Experiment in the Transfer of Technology; Research Paper, IIB/SSE (with Ashish Ghosh). 1981

Some Reflections on Organizational Change and Institutions for a New World Order; Research Paper, IIB/SSE. 1978

Corporate Planning for a New World Order; Research Paper, Institute of International Business (IIB), Stockholm School of Economics (SSE). 1977

"Three Papers on the Competitive Strength of Swedish Industry, Industriförbundet", Stockholm (with Åke Lönnberg and Karl-Einar Stålvant). 1977

## **Evaluations**

2015. Is the end of child labour in sight? A critical review of a vision and journey. An evaluation of a Program to Stop Child Labour. Commissioned by Hivos, the Netherlands. Together with Ananda Millard, Claire McEvoy, Asmita Basu, Alemseged Woldeyohannes and Basil Kandyomuna.

2015. Feedback Study on Results Cultures. A study commissioned by DFID for the IDA 17 Board Working Group on Results.

2014. Macro Evaluation of the Empowerment and Accountability and Gender Policy Frameworks. Inception Report. Commissioned by DFID, Kim Forss acted as Team Leader for the first phase of this three-year evaluation assignment.

2014. Formative Evaluation of UNESCO's Results Reporting Systems. Commissioned by UNESCO. Together with Jos Vaessen, Caroline Siebold and Ranwa Safadi.

2013. Nordens Hus och institut. en utvärdering av mål, verksamhet och resultat. Genomförd på uppdrag av Nordiska ministerrådet. (An evaluation of Nordic cultural cooperation, commissioned by the Nordic Council of Ministers)

2013. Evaluation of the UNESCO's Global Priority Gender Equality. Commissioned by IOS UNESCO.

Together with Barbara Torgler and Ekaterina Sedakine-Riviere.

2012. A Study of Monitoring and Evaluation in Six Norwegian Civil Society Organisations. Commissioned by Norad. (Together with Stein-Erik Kruse and Barbara Befani)

2012. Aggregation and Analysis of Results, Recommendations, and Lessons Learned from Sida's Strategic Evaluations. Commissioned by Sida, Stockholm.

2012. Working against Trafficking through the Multilateral System; A Study of Coordination at National, regional and Global Levels. Commissioned by the Ministry for Foreign Affairs, Stockholm.

2012. Kunskap och lärande för musikbranschen – en evaluering av Norsk Kulturråds stöd till regionala nätverk för kompetensutveckling inom rytmisk musik. Beställd av Norsk Kulturråd. Genomförd tillsammans med Stein-Erik Kruse, Zozan Kaya och Hege Mylund Larsen. Knowledge and learning in the music industry – an evaluation of support to the regional networks for rhythmic music. Commissioned by the Norwegian Council of Arts.

2012. Utvärdering av utvärderingar – en analys av kvaliteten hos ett urval av SADEVs utvärderingar. Beställd av Utrikesdepartementet. (An evaluation of evaluation – analysis of the quality of a sample of SADEV evaluations. Commissioned by the Ministry for Foreign Affairs, Stockholm)

2012. En utvärdering av riktlinjerna för multilateralt utvecklingssamarbete. Beställd av Utrikesdepartementet. (An evaluation of the organisational directives for multilateral development cooperation. Commissioned by the Ministry for Foreign Affairs, Stockholm)

2011. An Evaluation of the ISO Strategic Action Plan for Developing Countries. Commissioned by the International Standards Organisation. Kim Forss team leader, team members Jens Andersson and Eve Kasirye-Alemu.

2011. Evaluation of Norway's Strategy for Culture and Sports Cooperation with Countries in the South. Commissioned by Norad, Oslo. Kim Forss team leader, team members Nora Ingdal, Ananda Miller, Stein-Erik Kruse.

2011. A Portfolio Review of UN-Habitat Projects and Programmes. Commissioned by UN – Habitat.

2010. Independent External Evaluation of UNESCO. Andante - tools for thinking AB headed an international consortium with a team of 11 evaluators. The evaluation team was lead by Professor Elliot Stern and Kim Forss was project manager of the evaluation.

2010. Myndighetsanalys av Länsstyrelsen i Kalmar Län. Genomförd tillsammans med Michiko Muto och inom ramen för ett regeringsuppdrag till Statskontoret. (Analysis of the regional administration in Kalmar, evaluated together with Michiko Muto as an evaluation commissioned by the government to the Swedish Agency for Public Management.

2010. Mid-Term Review of the Codex Alimentarius Trust Fund. A programme for food safety and health managed by WHO and FAO. The evaluation was commissioned by WHO and undertaken together with Jens Andersson and Eve Kasirye-Alemu.

2009. Using Research – What Does it Mean and When Does it Happen? An Evaluation of Social Science Research on Environmental Sustainability. Commissioned by The Swedish Energy Agency, the Swedish Environmental Protection Agency, the Foundation for Strategic Environmental Research (Mistra), and the Swedish Research Council for Environment, Agricultural Sciences and Spatial Planning (Formas)

2009. Synthesis of Evaluations on Support to Business Development. A Meta-analysis commissioned by Danida. (together with Henrik Schaumburg-Muller)

2009. Impact of the Research Program "Environment and Trade in a World of Interdependence (ENTWINED). Commissioned by the Swedish Agency for Strategic Environment Research (together with Stein Hansen)

2009. An Evaluation of the Project “Regional Human Rights Law Clinics to Increase Access to Justice for Vulnerable Groups in Africa” Commissioned by the Human Rights Development Initiative. (together with Charlotta Forss)
2009. Rights and Responsibilities; The Environment of Young People’s Sexual and Reproductive Health. An evaluation commissioned by Sida (together with Tara Sharma and Margareta Larsson)
2009. Organisational Review Save the Children Norway. Commissioned by Norad (together with Stein-Erik Kruse and Knut Lakså)
2008. Utvärdering av försöksverksamhet med externa myndighetsanalyser. På uppdrag av Statskontoret (An evaluation of pilot project with external analyses of public authorities)
2008. An evaluation of the Swedish Country Strategy for Development Cooperation with India. Commissioned by Sida.
2008. Svenska Filminstitutets stöd till Film i Skolan: mål, resultat och erfarenheter. En utvärdering beställd av Svenska Filminstitutet. (tillsammans med Daniel Lundquist)
2008. Strengthening Civil Society in Turkey: an evaluation of a program of partnerships between Swedish and Turkish NGOs. Commissioned by the Olof Palme International Centre.
2008. Ledning och stöd i förändringsarbete – en utvärdering av Arbetsförmedlingens projekt ”Service Direkt”. Genomförd på uppdrag av Arbetsförmedlingen.
2007. Utvärdering av biografstöd, distributionsstöd samt stöd till visningsorganisationer och filmfestivaler. En utvärdering beställd av Svenska Filminstitutet. (tillsammans med Torkel Ståhl)
2007. Sida supported infant and young child feeding networks: An evaluation of activities, achievements and aspirations. Commissioned by Sida. (Together with Gaynor Maclean and Elisabeth Kyhlberg).
2007. Evaluation of the Africa Midwives Research Network. Commissioned by the Swedish International Development Cooperation Agency. Together with Gaynor Maclean.
2007. A framework to evaluate the impact of the Paris Declaration. A study commissioned by UNDP
2007. Organisational review of Norwegian Peoples’ Aid. Commissioned by Norad (together with Stein-Erik Kruse)
2007. Utvärdering av Palmecentrets hiv/aids program 2005-2006. Beställd av Palmecentret. An Evaluation of the HIV/AIDS program of the Olof Palme International Centre.
2007. Science and Technology Policy Council. An external evaluation. Commissioned by the Ministry of Education, Science and Culture. Reykjavik, Iceland. (together with Christoffer Taxell)
2006. Reaching Poor People with Services in Sexual and Reproductive Health: An Evaluation of the IPPF. Commissioned by Sida and Norad. Together with Marilyn Lauglo and Anna Nilsson.
2006. Impact evaluation of three research proposals on environment and trade. An ex ante evaluation commissioned by Mistra – the Swedish Agency for Strategic Environment Research
2006. The China Council for International Cooperation on Environment and development. CCICED PHASE III Operational Review Report. Commissioned by Cida, Norad and Sida. Together with Stein Hansen and Lucy MacNeill.
2006. Institutional development to preserve a World Heritage Site: An evaluation of the Stone Town Conservation and Development Authority Project. Commissioned by Sida. Together with Silvia Carbonetti.
2005. Partnership in development – what does it mean, how is it done? An evaluation commissioned by the Olof Palme International Centre

2005. An evaluation of the Slave Route Project 1994 – 2004. A study commissioned by UNESCO. Together with Aubrey McCutcheon, Agnes Mwaiselage, Anna Nilsdotter, and Kekke Stadin.

2005. Evaluating “Investing for Future Generations”. An evaluation commissioned by Sida. Together with Ulrich Vogel, Anne Skjelmerud and Pol Janseggers.

2005. An evaluation of the Community-based rehabilitation project of Zanzibar Stone Town. An evaluation commissioned by Sida. Together with Agnes Mwaiselage and Benta Said.

2005. An evaluation of the Export Promotion of Organic Products from Africa (EPOPA) project in Zambia. An evaluation commissioned by Sida.

2004. UNRWA’s Medium Term Plan – a study of process, content and policy coherence. An evaluation commissioned by the Ministry for Foreign Affairs, Stockholm.

An evaluation of EPOPA, a programme to support the export promotion of organic products from Africa. Commissioned by Sida (Together with Mikael Lundström). 2004

Impact evaluation of the research programme “Value structures and Millennium Goals”. Commissioned by MISTRA, The Foundation for Strategic Environmental Research. 2004

Mid-term review of GERME (Start and Improve Your Business in French speaking countries in West Africa. An evaluation commissioned by Sida and ILO. (Together with George Manu). 2004

An evaluation of UNESCO’s response to HIV/AIDS. Commissioned by UNESCO, Paris (together with Stein-Erik Kruse). 2004

Strengthening the governance of UNEP: A discussion of reform issues. Commissioned by the Ministry for Foreign Affairs, Sweden. 2004

Utvärdering av styrningen av Försvarshögskolan. En utvärdering beställd av Försvarshögskoleutredningen. (An evaluation of the governance of the Swedish Military Academy. Commissioned by the Parliamentary inquiry into the Military Academy. The Ministry of Defence, Sweden). 2004

Utvärdering av uppdragsgivarnas egen utvärdering och användning av den kompetens och den forskning Försvarshögskolan tillför dem. En utvärdering beställd av Försvarshögskoleutredningen. (An evaluation of systems for follow-up and utilization of research and competence at the Swedish Military Academy. Commissioned by the Parliamentary inquiry into the Military Academy. The Ministry of Defence, Sweden). 2004

An evaluation of the International Council for Human Rights Policy. (Together with Aubrey McCutcheon). Commissioned by the Ford Foundation and Sida. 2003

Evaluation of Enterprise Development Programmes in Tanzania and Zambia. A study commissioned by Sida (together with Mikael Lundström, Oliver Saasa och Fortunata Temu). 2003

Utvärdering av stöd till regionala resurscentrum för film och video. En rapport till Svenska Filminstitutet. 2003

Start Öst – Vad skapar lyckade affärssamarbeten. En utvärdering beställd av Sida. (How successful business ventures are created, an evaluation of Sida’s program to initiate business ventures in Eastern Europe). Together with Lars Bjern. 2002

An evaluation of the Resources Policy Support Initiative (REPSI); a network of organisations to influence environmental policy in the Highlands of South-east Asia. Commissioned by Sida, 2002

Research cooperation between Sweden and Vietnam. Sida Evaluation report 02/06

Sticks, carrots and sermons; An evaluation of UNICEF’s Policy response to HIV/AIDS in the 1990s. A study commissioned by UNICEF. (Together with Stein Erik Kruse). 2001

An Evaluation of the project "Marketplace Textilica". Commissioned by Sida. 2001

Utvärdering av det militära utbildningsväsendet. En studie beställd av Försvardepartementet (Personalförsörjningsutredningen). "An Evaluation of Officers' education and training in the Swedish Defence Forces - an evaluation commissioned by the Ministry of Defence). 2000

Evaluation of the Special Volunteer Fund. A review commissioned by the UNV, Bonn. 2000

Evaluation of EPOPA "Export Promotion of Organic Products from Africa". Commissioned by Sida. Together with Emma Sterky. 2000

Evaluation of the Nordic Development Fund. A report to the Nordic Council of Ministers. (Part of a team put together by COWI, Denmark). 1999

Development through institutions? A study of private companies and private consulting firms in Norwegian bilateral assistance. A study commissioned by the Ministry for Foreign Affairs, Oslo.(team leader, study undertaken together with Lars Bjern, Tove Strömberg, Benjamin Milano, and Ummaiyeh Khammash). 1998

An evaluation of the effectiveness of Swedish multilateral development cooperation: A case study of UNDP and UNDCP. Commissioned by the Ministry for Foreign Affairs, Stockholm. (together with Claus Rebien, Jörgen Gammelgaard and Jehan Raheem). 1998

An evaluation of the capacity building efforts of the UN system in Zimbabwe 1980 - 1995. A study commissioned by the UN General Secretariat. (together with Pelonomi Venson). 1998

EU Development Aid to the MED region - Processes of Dialogue and Decision-making. Commissioned by Commission of the European Communities. (Together with COWI, Denmark and the Netherlands Economic Institute). 1998

An evaluation of the Inter-regional Volunteer Programme for Artisan Support. A report commissioned by the UNV. 1998

An evaluation of the impact of Sida financed international training programmes. A case study of the Philippines. An evaluation commissioned by Sida. (together with Lars Bjern) 1998

An evaluation of training programmes in Industrial Maintenance Management and Project Planning, in India, the Philippines and Tanzania. A report commissioned by Sida. 1997

Vad händer efter försäljning eller likvidation? En genomgång av utvecklingseffekter av Swedfund's avslutade samriskprojekt. En utvärdering beställd av Swedfund. (med Lars Bjern och Jerker Carlsson). 1997

Assessment of UNDP. A study commissioned by the Governments of Denmark, India, Sweden and the United Kingdom. (Taking part of the study team as subcontracted consultant to the Centre for Development Research, Copenhagen). 1996

A review of the programme for technical cooperation; organisation, implementation and results. A study commissioned by Sida. Together with Lars Bjern, Jerker Carlsson and Tove Strömberg. 1996

An evaluation of coordination in the Zambian education sector - with a focus on international development cooperation. Commissioned by the Ministry of Education, Zambia, and SIDA. (together with Oliver S. Saasa and Jerker Carlsson). 1995

An evaluation of SIDA funded consultancy support to the vocational training sector in Tanzania. An evaluation commissioned by SIDA. (together with Lars Bjern, Jerker Carlsson and T. Maliyamkono). 1995

An evaluation of Swedish - Malaysian development cooperation. A study commissioned by BITS. (together with Lars Bjern). 1995

Training in Banking and Financial Management. An evaluation of Management Training in Eastern Europe. Commissioned by BITS. (Together with Jerker Carlsson). 1994

Evaluation of the Improve Your Business Programme. Commissioned by SwedeCorp. (Together with Lars Bjern). 1994

Development Cooperation with Eastern and Central Europe - a review of evaluation results. A study commissioned by the Swedish Secretariat for Analysis of Development Assistance. 1994

Evaluation of Rural Water Supply Systems in Swaziland. An evaluation commissioned by the UNDP. (together with Claus Rebien, Mamane Nxomalo and Leslie Strachan). 1994

Listen to the people - a case study of participatory evaluation of a rural water supplies project in Swaziland (parts A, B and C, with teachers instruction manual). 1994

Attitudes and opinions on an aid programme - A review of a questionnaire to people engaged in development cooperation with Eastern and Central Europe. Commissioned by the Secretariat for Analysis and Studies of Development Assistance. 1994

Några aspekter på kvaliteten inom utvärderingar av svenskt biståndssamarbete. Genomgång av databas upprättad vid Sekretariatet för Analys av Utvecklingssamarbete. En rapport beställd av Sekretariatet för Analys av Utvecklingssamarbete. 1994

En utvärdering av BITS internationella kurser. Tillsammans med Michael Gustavsson, Hanna Lagercrantz och Eva Låftman. En rapport beställd av BITS.

Evaluation of the Effectiveness of Technical Assistance Personnel financed by the Nordic countries. A study commissioned by DANIDA, FINNIDA, NORAD and SIDA (with John Carlsen, Egil Frøyland, Taimi Sitari and Knud Vilby). 1988

MEIDA - building and sustaining collaboration among engineering firms. An evaluation report commissioned by SIDA. (with Jerker Carlsson and Serve Malai). 1988

An Inquiry into the Performance and Linkages of the Sister Industries in Tanzania. A study commissioned by SIDA (with Jerker Carlsson et al.). 1987

Training Abroad: An Evaluation of Technical Training within the SIDA supported Small Scale Industry Programme in Tanzania. A study commissioned by SIDA. 1985.

## **Consultancy reports**

2014. Methodological Approaches to Evaluate Support to Capacity Development. Together with Stein-Erik Kruse. Commissioned by Norad.

2012. Broadening the Range of Designs and Methods for Impact Evaluation. Commissioned by DFID, London. Together with Elliot Stern (team leader), Barbara Befani, John Mayne, Nicoletta Stame and Rick Davies.

2009. Agribusiness Initiative, U-Growth Programme, Uganda. Commissioned by Danish Ministry for Foreign Affairs, Swedish International Development Agency, European Commission, Belgium Development Cooperation and the Government of Uganda. (KF and Andante part of a team preparing this sector support)

2008. Building a Competitive Advantage: A Study of the Organic Sector in Uganda. Commissioned by Sida. (Together with Inger Källander, Beneth Tibaijukwa, Karin Zetterquist)

2007. Hur mycket utvärdering sker bland svenska myndigheter? Ett försök till bedömning skrivet på uppdrag av Styrtredningen.

2007. UNAIDS and The Global Fund: Towards a Strategic Partnership. A study commissioned by UNAIDS. (Together with Janie Eriksen)

2007. Assessment of research proposals on the basis of indicators concerning organisation and communication. A framework for assessment commissioned by Mistra.

2006. Can Evaluations be Trusted? An Inquiry into the Quality of Sida's Evaluation Reports. Commissioned by Sida. Together with Stein-Erik Kruse, Agnes Mwaiselage, Anna Nilsson and Evert Vedung

2006. Förslag till svensk Unescostrategi. Utredning beställd av svenska Unescorådet.

2005. Utvärdering, utredning och forskning inom socialförsäkringsområdet – en diskussion kring organisatoriska lösningar - En rapport beställd av Försäkringskassan. (Analysis of research, evaluation and analysis within the social security system in Sweden – a study commissioned by the Social Welfare Board).

2004. The Future of International Environmental Governance. A study commissioned by the International Task Force on Global Public Goods.

An assessment of technical assistance policies in international development cooperation. A policy review commissioned by NORAD, Oslo, 2003

Metoder för nyttroutvärdering. (Methods to evaluate effectiveness and utility). Pro memoria för Stiftelsen för Miljöstrategisk forskning, Stockholm. 2003

Methodologies, approaches and experiences with ex-post evaluation of public consultation mechanisms in the regulatory decision-making processes. A study commissioned by the OECD, 2003

Kvalitetskontroll i det statliga kommittéväsendet. En rapport till Regeringskansliet. (Quality control in the Swedish system of Public Parliamentary Inquiries, a report to the Central Government Offices.) Together with Marie Uhrwing. 2003

A methodological framework to evaluate the impact on the formation of social capital by interventions to reduce the spread of HIV/AIDS. A study commissioned by UNICEF (together with Stein-Erik Kruse), 2003

Jazz och nutida konstmusik. En utredning om hur mötesplatser och nätverk kan främja och stärka musiklivet. På uppdrag av Statens Kulturråd. (tillsammans med Erik Centerwall och Åse Hedström). (Jazz and contemporary music – an assessment of how networks can strengthen performing arts.). 2003

Evaluation framework for information, consultation and participation in policy-making. A study commissioned by the OECD. 2002

Om resultatsanalys och utvärdering inom området demokratisk samhällsstyrning och mänskliga rättigheter. (Methods to evaluate projects and programmes in the fields of democracy and human rights.) A methodological review commissioned by Sida. 2002

Svenskt Jazzforum. Ett nytt initiativ för att utveckla svensk jazz. På uppdrag av Svenska Jazzriksförbundet (med Bengt Sävje-Söderbergh (ordförande), Rolf Eidem, Kjell-Åke Svensson och Göran Wallén). A Swedish Jazzforum – an initiative to develop Swedish Jazz; commissioned by the Swedish Association for Jazz Music. 2001

The theory and practice of analysing institutional development in evaluation. A report commissioned by the ECG (Evaluation Consultation Group of the African Development Bank, the Asian Development Bank, the European Bank for Reconstruction and Development, the European Investment Bank, the International Finance Corporation, the InterAmerican Development Bank, and the World Bank). 2001

Feasibility study and cost/benefit analysis for possible externalisation of activities undertaken by the Directorate General of Energy and Transports, the European Commission (undertaken as member of a team in cooperation with the European Centre for Evaluation Expertise). Commissioned by the European Commission. 2001

Supporting developing countries make better use of the WTO: who is doing what, where and how. A study commissioned by Sida. 2001

Evaluation in Development Cooperation – much ado about nothing? A study commissioned by the Swedish Parliamentary Committee on Global Cooperation (GLOBCOM). 2001



Att bedöma kvaliteten i svenskt utredningsväsende – modell och metoder. Ett metodutvecklingsarbete beställt av Regeringskansliet. Quality assessment in the respect of public inquiries – modell and methods. A study commissioned by the Government of Sweden. 2001

Resultatvurdering i Bistand: Erfaringer fra litteratur og praksis. (together with Stein Erik Kruse) "Performance assessment in development cooperation; a review of experience in literature and practice". A study commissioned by NORAD, Oslo. 2000

Questions and Methods in Impact Assessment: Analytical Framework to study the impact of information and communication on organisations. A Paper commissioned by the Technical Centre for Agricultural and Rural Cooperation, the Netherlands. 1999

Outline and "architecture" of a system of indicators for results-based management. Report to the UNDP-office in Viet Nam. 1999

Eldsjälar i samverkan: en studie av jazzens organisationer och den svenska musikexporten. En rapport till Svenska Jazzriksförbundet (Structure and dynamics; a review of organisational network of jazz in Sweden). 1999

Manual for monitoring and evaluation. A handbook for the United Nations Volunteer Programme.

Using the Evaluation Tool - A survey of conventional wisdom and common practice at Sida. A Study commissioned by Sida. (with Jerker Carlsson, Karin Metell, Lisa Segnestam and Tove Strömberg.) 1997

Organisational learning in development cooperation: To generate knowledge and put it to use. A study commissioned by the Ministry for Foreign Affairs, Stockholm (with Basil Cracknell and Nelly Stromquist). 1997

Styr- och beslutsprocessen inom biståndet (Governance and decision-making in development administration). A study commissioned by the Ministry of Foreign Affairs, Stockholm. Together with Jerker Carlsson.

Biståndsfinansierad tjänsteexport inom det sociala området (Service exports in health and social development). A study commissioned by the Ministry of Health. 1996

Using Internet to promote democracy - is anybody there, does anybody care? A paper for the International Institute of Democracy and Electoral Assistance.

Minne och Bildning - om museernas uppdrag och organisation. Museiutredningens betänkande. SOU 1994:51. (Co-author as member in the parliamentary commission). 1994

Evaluations in multilateral development assistance. A study commissioned by the Swedish Secretariat for Analysis of Development Assistance. 1994

Report on the establishment of a data bank at the Institute for Elections and Democracy. Commissioned by the Ministry for Foreign Affairs. 1994

Notes on the Organizational Design of the Institute for Elections and Democracy. Commissioned by the Ministry for Foreign Affairs. 1994

Learning from experience: A study of feedback from the evaluation system in the Norwegian aid administration. A report commissioned by the Ministry of Foreign Affairs, Oslo. (together with Knut Samset and Otto Hauglin). 1992

Om kunskapsbehov och informationsflöden. Rapport för BITS metodutvecklingsarbete - utvärderingssystem för u-krediter. 1992

Målstyrning av BITS internationella kursprogram. Principiella förutsättningar och praktiska förslag. En rapport till BITS. 1992

The Design of International Governance Structures: Towards a framework to assess the effectiveness of governance arrangements. A report commissioned by the Nordic UN project. 1991

Some notes on the distribution of roles in development cooperation. A report commissioned by the Nordic UN project. 1991

A Strategy for Industrial Development Cooperation. A discussion paper written for the Industry Division of SIDA. 1990

Organisation och arbetsformer inom bilateralt utvecklingsbistånd. Betänkande av biståndsorganisationsutredningen. SOU 1990:17. (Co-author of the report in my capacity as consultant to the public inquiry on the organization of bilateral development cooperation).

Comparative Management in Public Administration. A study commissioned by Statistics Sweden, the National Institute for Public Service Training and the National Tax Board. 1988

Mat-tools - a study to assess the technical and economical feasibility of producing spanners with the hot forging method in Zimbabwe (with Karl-Gunnar Karlsson). 1988

Managing Institutional Cooperation - a network approach. A study commissioned by the Central Bureau of Statistics, the National Institute for Public Service Training and the National Tax Board. 1988

A Study of the Small Scale Industry Sector on Zanzibar. A study commissioned by SIDA. 1988

## Language proficiency

	Understand	Read	Speak	Write
<b>English</b>	Good	Good	Good	Good
<b>French</b>	Good	Fair	Fair	Poor
<b>German</b>	Good	Good	Fair	Poor
<b>Italian</b>	Fair	Fair	Fair	Poor
<b>Spanish</b>	Fair	Fair	Poor	Poor
<b>Swahili</b>	Fair	Poor	Poor	Poor
<b>Arabic</b>	Poor	Poor	Poor	Poor

## Military service

1971 - 1973 Basic military training (total time 12 months)  
 1973 - 1976 Advanced training (total time during the period 10 months)  
 1976 - 1999 Recurrent training (total time during the period 15 months)  
 Position: Captain in the army reserve, retired in 2000.

## Countries that I have working experience from.

*The list below is long, but apart from the few countries where I have been a resident for some years (in blue, underlined), most of the visits were undertaken in the course of evaluations.*

<b>Europe</b>	<u>Sweden</u> , Norway, Denmark, Finland, Iceland, Greenland, the Faroe islands, the United Kingdom, Ireland, Netherlands, Belgium, France, Switzerland, Austria, Germany, Italy, Spain, Portugal, Estonia, Latvia, Lithuania, Czech Republic, Ukraine, Bosnia, Serbia, Turkey
<b>Asia</b>	India, Sri Lanka, Bangladesh, Myanmar, Thailand, Malaysia, Indonesia, the Philippines, China, Laos, Cambodia, Republic of Korea
<b>Africa south of Sahara</b>	<u>Ethiopia</u> , Kenya, Uganda, Rwanda, <u>Tanzania</u> , Zambia, Zimbabwe, Swaziland, Senegal, Burkina Faso, Mali, Cameroon, South Africa, Namibia, Mozambique
<b>America</b>	<u>United States</u> , Canada, Brazil, Jamaica, Ecuador, Nicaragua, Bolivia, Argentina, Peru
<b>The Middle East and North Africa</b>	Tunisia, Egypt, the Palestinian territories and Israel, Jordan, Yemen, Qatar

## Summary

Chance and luck gave me an opening job with the building contractor Skanska in Ethiopia in 1971 and 1972. The experience of being in Ethiopia on the brink of revolution stimulated an interest in development issues that have been with me since. Several years later I was working for the UNDP in Tanzania, which provoked an interest in matters of organisation, governance and management. It is at the converging point of these two fields of study that I have my education, my professional experience and my broad interest as a researcher and consultant.

I took a first degree in business administration and economics at the Stockholm School of Economics, following which I became a research associate at the Institute of International Business. While pursuing research in evaluation and organisation science, I was teaching scientific method, as well as international management. My Ph.D. study on planning and evaluation was published in 1985.

A formative period in my professional life was a year spent at the Wharton School, the University of Pennsylvania, where I followed a programme in Social Systems Sciences. The approach to interdisciplinary research taught there, its sharp focus on systems properties, and practical training in holistic approaches have been ideals for me since then. The programme gave me an interest in large, messy and unstructured problems, which remains.

The core of my professional interest lies in evaluation research, that is, in the study of evaluation processes, in finding solutions to evaluation questions, and in developing sound methods of evaluation. But evaluation is part of larger organisational processes; such as creating legitimacy, boundary management, organisational learning, management, control and governance. In pursuit of evaluation, I have also come to read on, think about and work with these areas.

I have mainly applied knowledge in evaluation to development cooperation. It is the process of cooperation as such, with its structures of governance, accountability, learning and control that have been at the centre of my interest, and where I have worked, for example through appointment to several Parliamentary Commissions, to Executive Boards in the Swedish aid community, as well as research and consultancy assignments in Sweden and abroad. These have covered both bilateral and multilateral development cooperation, but on balance I have spent more time on the international organisations, reform issues in the UN system, and organisational change in complex, intergovernmental systems.

Even though international cooperation is at the centre, I have worked in many other sectors, as in the music industry, on museums and cultural policy, public health organisations, defence and several other fields of public administration and research.

## Sammanfattning

Eftersom min curriculum vitae inte är så lättillgänglig kommer här några rader om vad det är jag gör. När jag får frågan vad Andante – tools for thinking är för typ av företag, brukar jag säga att det har en inriktning på *forskning, utbildning och rådgivning om styrning, samordning och utvärdering i komplexa organisatoriska miljöer*. Det är inte ett glasklart svar, men det avspeglar verkligheten. Tonvikten skall ligga på forskning, utvärdering och komplexa organisatoriska miljöer.

Genom årens lopp har jag arbetat särskilt mycket med internationella organisationer, med tonvikt på FN-systemet. Mitt avhandlingsarbete (som lades fram vid Handelshögskolan 1985) behandlade planerings- och utvärderingssystem, bl.a. inom UNDP's landprogrammerade bistånd. Under senare år har jag lett en utvärdering av ett ILO program för stöd till småföretagande, och jag har arbetat för UNDP's utvärderingsenhet med metodutveckling på utvärderingsområdet, och t.ex. utarbetat moduler för personalutbildning. Jag deltog i en omfattande internationell utvärdering av UNDP. Tillsammans med två forskare vid Karolinska Institutet gjorde jag en översyn av världshälsoorganisationen, WHO, vilket leder till reformförslag som Sverige driver i skilda internationella sammanhang. Jag har även arbetat för UNICEF, och senast med en utvärdering av UNESCO på uppdrag av dess styrelse. Under 2014 – 2015 deltog jag i arbetsgruppen för resultat i Världsbankens, (IDA 17) styrelse.

Jag har också varit anlitad som konsult och sakkunnig i flera organisationsutredningar inom svenska och internationellt bistånd, t.ex. avseende utvärderingsfunktionen, styrning och samordning, och nu senast Expergruppen för Biståndsanalys ([www.eba.se](http://www.eba.se)). Utvärderingsområdet är intressant i sig, och mina aktiviteter där faller i tre kategorier; (1) utvärdering av enskilda projekt och program (många av dessa redovisas i min cv), (2) arbetet med metodutveckling på utvärderingsområdet, t.ex. genom att utveckla nya metoder för att mäta utbildningseffekter, utveckling av metoder för "participatory evaluation", samt undervisning i utvärderingsmetodologi; samt (3) forskning och konsultuppdrag kring hur utvärderingsfunktioner kan byggas in i organisationer och bidra till effektivitet, lärande och styrning.

I Sverige har jag arbetat med olika delar av förvaltningen, men främst med regeringskansliet och det statliga utredningsväsendet. Jag har deltagit i flera olika utredningar som sekreterare, sakkunnig, expert eller som anlitad konsult och utvärderare. Jag har gjort en egen utredning om kvaliteten i utredningsväsendet, och utvecklat en modell för kvalitetsbedömning. Åren 1999 och 2000 gjorde jag en utredning om regeringskansliets dimensionering. Även om uppdragen i den svenska förvaltningen avsett många olika områden eller sektorer, är det dock själva utvärderingskompetensen och analysen av styrning, samordning och lärande i komplexa organisatoriska miljöer som har varit mina bidrag – vare sig det specifika uppdraget avsett musikexport, försvar, kulturpolitik, hälsovård, eller någon annan sektor.