

# Curriculum Vitae

## Lars Oscar

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Home base: Gothenburg, Sweden

Nationality: Swedish

Year of Birth: 1963

Gender: Male

### Key Qualifications

#### Manager

#### Evaluator

#### Adviser

Mr. Oscar is a skilled project manager, analyst/evaluator and adviser in international cooperation.

Employed by Sida he has held several positions, one of them heading the Swedish Embassy/Sida office and the EUR 7 million aid programme in Albania, another advising the Government of South Sudan and six donor agencies on governance and accountability. Through his own consultancy firm he has conducted about 50 assignments.

Mr. Oscar has experience from about 30 countries of which many difficult and conflict-filled, in which he has nevertheless proven able to always achieve and deliver. During his career Mr. Oscar has gained experience from working with several donors and actors, such as Sida, DFID, EC, World Bank, UN agencies and most bilateral agencies. He has worked and lived in South Sudan, Georgia, Zimbabwe, Albania, Kosovo, Ukraine and USA besides his native Sweden. Academically he holds two Master's Degrees, in Development Economics and Political Science.

#### Skills

- project management;
- capacity/institution building;
- evaluations;
- system audits;
- organisational development
- results based management;
- office/human resource management;
- government adviser;
- negotiations

#### Sectors

- governance;
- accountability/anti-corruption;
- public administration;
- human rights;
- civil society;
- democracy;
- local government/decentralisation;
- aid effectiveness;
- security sector

#### Stakeholders

- Donor agencies
  - Bilateral;
  - Multilateral;
- Governmental entities;
- International NGOs;
- National NGOs;
- Private sector

#### Regions

- Central/Eastern Europe;
- Balkans,
- Central Asia;
- Southern Africa;
- Eastern Africa

## Education and Training

University degrees	September 1993 - August 1999 <b>MSc in Political Science</b> University of Gothenburg, Gothenburg, Sweden	September 1993 – June 1996 <b>MSc in Development Economics</b> University of Gothenburg, Gothenburg, Sweden
University courses	September 2011 – May 2012 <b>Ongoing Evaluation Methods and Practice</b> Luleå University of Technology, Luleå, Sweden	January - May 2005 <b>EU Structures and Organization</b> University of Uppsala, Uppsala, Sweden
Other courses and trainings	June 2012 <b>Protection against Risks and Threats in Conflict Areas</b> The Folke Bernadotte Academy, Sandö, Sweden	November 2011 <b>Leadership and Gender</b> The Folke Bernadotte Academy, Sandö, Sweden
	August 1992 – June 1993 <b>Business administration</b> Vasa Vuxengymnasium, Gothenburg, Sweden	June 1988 - March 1989 <b>Commercial Pilot/Flight Instructor</b> North American Institute of Aviation, Las Cruces, NM, USA
On-the-job courses and trainings	Business administration, Logical Framework Approach, aid instruments, evaluation methodologies, rhetoric, negotiations, sales and marketing and more	
Computer skills	MS Word, Excel, PowerPoint, Outlook, Outlook Explorer, Internet Explorer, Google Chrome, Firefox Mozilla, FileZilla (File Transfer Protocol), OpenOffice	

## Languages

	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
English	Fluent	Fluent	Fluent
German	Basic	Basic	Basic
French	Basic	Basic	Basic
Albanian	Basic	Basic	Basic
Spanish	Basic	Basic	Basic
Swedish	Mother tongue		

## Geographical experience

Afghanistan	Albania	Armenia	Belarus	Bosnia and Herzegovina
Denmark	Estonia	Georgia	Kenya	Kosovo
Macedonia	Malawi	Montenegro	Morocco	Mozambique
Netherlands	Pakistan	Poland	Rwanda	Serbia
South Africa	South Sudan	Sweden	Tanzania	Turkey
Ukraine	USA	Zambia	Zimbabwe	

## Work Experience (selected)

April 2005 – currently  
**Senior Consultant**

### **Lars Oscar Consulting AB**

- Work location: Sweden with extensive travelling in Africa, Asia and Europe;
- Self-employed consultant;
- 50 assignments conducted within international development cooperation contracted by governments, international organisations, NGOs and the private sector;
- Evaluations, system audits, project management, studies, capacity development, advisory services and more;
- Sectors/subjects: good governance/PA; accountability/anti-corruption; democracy; human rights, gender, civil society, local government, results based management, administration;
- Most assignments conducted as team leader or sole consultant;
- List of selected assignments below and full list on [www.oscarconsulting.se](http://www.oscarconsulting.se).

January 2017 - currently  
**Monitoring Officer**

### **The OSCE Special Monitoring Mission to Ukraine (SMM)**

- Work location: Severodonetsk, Ukraine;
- Seconded by the Swedish Government to SMM;
- In the conflict situation in eastern Ukraine gathering information and reporting on the security situation, especially on specific incidents on the ground, so as to contribute to reduced tensions and facilitate dialogue between all the sides.

Sept 2014 – Feb 2016  
**Monitor/Analyst**

### **European Union Monitoring Mission in Georgia (EUMM)**

- Work location: Zugdidi, Georgia;
- Seconded by the Swedish Government to EUMM;
- Monitoring the adherence to the Six-point Agreement brokered by the EU after the Russo-Georgian war in 2008;
- Analysing and reporting on open source information, drafting reports.

July 2012 – August 2013  
**Senior governance adviser**

### **Joint Donor Team (JDT)**

- Work location: Juba, South Sudan
- Seconded from the Swedish International Development Cooperation Agency, Sida, to the JDT, which was a joint office for the donor agencies of Canada, Denmark, Netherlands, Norway, Sweden and UK;
- Advising the Government of South Sudan and the six Joint Donor Partner countries on governance aspects in the state structures and particularly on accountability and media;
- Managing capacity building support to the Ministry of Information and Broadcasting, the South Sudan Anti-Corruption Commission, the National Audit Chamber and the National Legislative Assembly of South Sudan;
- Representing the Joint Donor Partners in the USD 728 million “Multi Donor Trust Fund - South Sudan”, administered by the World Bank;
- Supporting the JDT’s gender advisory work;
- Leading procurement processes, M&E;
- The office’s Designated Security Officer.

August 2004 – April 2005  
**Senior program officer**

### **Swedish International Development Cooperation Agency (Sida)**

- Work location: Stockholm, Sweden
- Swedish National Contact Point (NCP) for the EU's twinning programmes;
- Managing Swedish support to the security sector in former Soviet Union;
- Monitoring of projects and supports, commissioning of studies, evaluations and audits;
- Developing new methods for security sector support;
- Developing the NCP function’s relations with stakeholders.

June 2002 - August 2004  
**Head of Office/  
Diplomatic Counsellor**

### **The Embassy of Sweden**

- Work location: Tirana, Albania;
- Developing a rudimentary office to comprise 10 staff when leaving the position;
- Leading a major reform and development of the aid programme to amount to EUR 7 million per year when leaving the position;

- Analyzing and planning of support to Albanian development, including extensive negotiations with Albanian Government, other donors, international organizations and Albanian civil society;
- Developing cooperation modalities and methods;
- Leading operations, finance and administration, including developing routines and recruiting and laying off staff;
- Leading Sweden's work in aid effectiveness, coordination with other donors, government and civil society, including the development of the donor coordination architecture in Albania, in line with Rome and Paris agendas;
- Analyzing Albanian politics, economy and poverty aspects;
- Analyzing and evaluating project proposals and managing Sida grants to successful applications;
- Monitoring of the Swedish support and evaluating project results against policy and strategy documents;
- Intensive cooperation with and managing substantial support to central and local governments, public administration and civil society organisations;
- Particular engagement in the civil society, good governance, democracy, gender and health sectors;
- Commissioning of evaluations, audits and studies;
- From the field led the elaboration of the Swedish strategy for cooperation with Albania.

Sept 1999 - June 2002

**Economist/  
2nd secretary**

#### **The Embassy of Sweden**

- Work location: Harare, Zimbabwe;
- Overall planning of Swedish aid to Zimbabwe, including reforming the Swedish aid strategy in view of the Zimbabwean crises;
- Analyzing the Zimbabwean economy/poverty/politics and state budget in qualitative and quantitative terms and reporting to the Ministry of Foreign Affairs and Sida;
- Managing Sida support to the education, civil society, water, public financial management sectors, and working in hiv/aids, democracy, human rights and gender sectors in the conflict-filled situation in Zimbabwe;
- Monitoring of projects and supports as well as commissioning evaluations, audits and studies;
- Donor coordination and aid effectiveness;
- The Embassy's contact point for Swedish NGOs and developed the Embassy's relations with them.

Sept 1997 – Sept 1999

**Area manager**

#### **Swedish International Development Cooperation Agency (Sida)**

- Work location: Stockholm, Sweden with extensive travelling in Eastern and Central Europe;
- Managing Swedish development cooperation with Poland, Slovakia, Czech Republic, Hungary, Slovenia, Romania and Bulgaria, of which the largest portfolio was Poland comprising more than EUR 13 million a year;
- Managing support to a number of sectors, particularly public administration, local government, democracy, civil society, environment and water resources sectors, in view of these countries' EU integration agendas;
- Negotiating contracts and conditions for Swedish support with partner countries;
- Developing support methods;
- M&E of projects and supports as well as commissioning of evaluations, audits and studies.

February – Sept 1997

**Macro economist**

#### **Swedish International Development Cooperation Agency (Sida)**

- Work location: Stockholm, Sweden;
- Analyzing structural adjustment and balance of payments issues;
- Analyzing international capital flows to developing countries and writing report "From Courting the State to Courting the Market", published by Sida;
- Analyzing distribution of Sida's budget.

## Selected Consultancy Assignments (Full list available on request)

<p><b>Analyst</b></p> <p>Nov – Dec 2013</p> <p>South Sudan UK Department for International Development (DFID)</p> <ul style="list-style-type: none"> <li>• Programming of support in the accountability sector after the Capacity Building Trust Fund South Sudan (CBTF) closes;</li> <li>• Work involved Ministry of Information and Broadcasting, the South Sudan Anti-Corruption Commission, the National Audit Chamber and the National Legislative Assembly of South Sudan.</li> </ul>
<p><b>Reviewer</b></p> <p>Sept – Oct 2013</p> <p>South Sudan UK Department for International Development (DFID)</p> <ul style="list-style-type: none"> <li>• Conducting a “Project Completion Review” of the USD 728 million Multi-Donor Trust Fund – South Sudan (MDTF-SS) with particular focus on DFID's financial support to MDTF-SS;</li> <li>• Reviewing MDTF-SS results, impact, risks, costs and value for money, gender, organisational issues;</li> <li>• MDTF-SS was active 2005 – 2012 establishing a public sector administration, infrastructure, access to basic services and the development towards a modern and diverse economy;</li> <li>• Sole reviewer on assignment.</li> </ul>
<p><b>Evaluator</b></p> <p>Aug – Sept 2013</p> <p>South Sudan International Media Support (IMS)</p> <ul style="list-style-type: none"> <li>• Evaluating the project “Promotion of Awareness and Civil Society Support for Freedom of Expression in Southern Sudan”, implemented by a consortium consisting of IMS, Norwegian People’s Aid (NPA) and the Association for Media Development in South Sudan (AMDISS), and financed by the Norwegian Ministry of Foreign Affairs;</li> <li>• Assessing extent to which the project objectives had been met and factors leading to objectives being achieved/not achieved as well as organisational and resource aspects of both the consortium and the individual organisations;</li> <li>• Establishing lessons learned and produced recommendations for future interventions;</li> <li>• Sole reviewer on assignment.</li> </ul>
<p><b>System auditor</b></p> <p>Jan – March 2012</p> <p>Sweden Swedish Mission Council (SMC)</p> <ul style="list-style-type: none"> <li>• Conducting a system audit of seven Swedish faith-based organisations which SMC forwarded funds to (ADRA, YMCA/YWCA, the Evangelical Free Church, the Mission Covenant Church of Sweden, Eriks Development Partner, the Swedish Organisation for Individual Relief and the Swedish Fellowship of Reconciliation);</li> <li>• Assessing governance, management, organizational, administrative, financial and legal aspects of the 7 organisations;</li> <li>• Providing SMC and the 7 organisations with a knowledge base and analysis for decision making and fine-tuning of projects with the view of achieving better results;</li> <li>• Sole consultant on assignment.</li> </ul>

<b>System auditor</b>	Oct 2011 – Jan 2012	Sweden, Tanzania, South Africa Forum Syd
<ul style="list-style-type: none"> <li>• Conducting compliance audit of six NGOs – Adoptionscentrum, the National Association of Child Care Workers (South Africa), SA Cares (South Africa) and the United Nations Associations of Sweden, Tanzania and South Africa, which the Swedish umbrella NGO "Forum Syd" forwarded funds to;</li> <li>• Assessing governance, management, organizational, administrative, financial and legal aspects;</li> <li>• Providing Forum Syd and the audited organisations with a knowledge base and analysis for decision making and fine-tuning of projects with the view of achieving better results;</li> <li>• Sole consultant on assignment.</li> </ul>		
<b>Evaluator/ System auditor</b>	March – June 2011	Sweden, Belarus Olof Palme International Center (OPC)
<ul style="list-style-type: none"> <li>• Evaluating OPC's programme in Belarus and the supported 7 cooperation projects;</li> <li>• System auditing Belarusian organisations involved in the programme;</li> <li>• Assessing program/project design and results, as well as governance, management, organisational, administrative, financial and legal aspects;</li> <li>• Providing OPC and the Belarusian organisations with a knowledge base and analysis for decision making and fine-tuning of projects with the view of achieving better results;</li> <li>• Sole expert on assignment.</li> </ul>		
<b>Capacity development expert/ evaluator</b>	April – Dec 2009	Sweden, Armenia, Pakistan Swedish Civil Contingencies Agency (MSB)
<ul style="list-style-type: none"> <li>• Providing guidance and recommendations regarding development of MSB's internal capacity to implement capacity development projects world-wide;</li> <li>• Providing guidance to projects aiming to build capacities of MSB's equivalents in Armenia and Pakistan, with the view to improve efficiency, effectiveness and results of the projects;</li> <li>• Sole consultant on assignment.</li> </ul>		
<b>Expert</b>	Feb – March 2009	Belarus Swedish Public Employment Services
<ul style="list-style-type: none"> <li>• Conducting an institutional analysis and baseline study of the Department of Employment in Minsk, Belarus;</li> <li>• Providing advice for a cooperation project to-be between the Belarusian and Swedish employment services;</li> <li>• Analyzing the Belarusian organisation from an institutional, administrative and methodological point of view, to be able to make recommendations for the coming cooperation.</li> </ul>		
<b>Team leader/ Evaluator</b>	March – June 2009	Zimbabwe SIPU International AB
<ul style="list-style-type: none"> <li>• Leading a team of four experts conducting a Joint Evaluation of Donor Support to the NGO "Centre for Peace Initiatives in Africa", CPIA, financed by Sida, Norway and the European Commission;</li> <li>• Evaluating CPIA from organisational, institutional, administrative, and methodological point of views;</li> <li>• Providing recommendations to CPIA and its donors on how to improve effectiveness and efficiency as well as goal fulfilment, partly in view of imminent decisions regarding continued support.</li> </ul>		

<b>Team leader</b>	Jan – April 2009	Netherlands, Mozambique, South Africa SIPU International AB
<ul style="list-style-type: none"> <li>• Leading a team of two experts making an In-Depth Review of the Association of European Parliamentarians for Africa, AWEPA, (an organisation of European parliamentarians supporting Parliaments and parliamentarians in Africa) as well as Sida's support to this organisation;</li> <li>• Reviewing AWEPA from institutional, administrative and methodological point of views, with particular focus on the several different reforms AWEPA recently had implemented internally;</li> <li>• Providing Sida and AWEPA with a knowledge base and recommendations for decision making and fine-tuning of projects with the view of achieving better results.</li> <li>• Contracted by the consultancy firm SIPU which in its turn had been contracted by Sida.</li> </ul>		
<b>Evaluator</b>	Nov 2008 – Jan 2009	Turkey SALA IDA AB
<ul style="list-style-type: none"> <li>• Conducting a Mid Term Review of the programme "Turkish - Swedish Municipal Partnership Networks" ("tusenet"), containing six projects/partnerships between municipalities in the two countries and a seventh between the Turkish and Swedish associations of local authorities, aiming to promote democracy, human rights and effectiveness and efficiency of municipalities in the Turkish local administrative reform and EU accession;</li> <li>• Assessing relevance, impacts, effectiveness and efficiency of project design, implementation of activities, management;</li> <li>• Recommending ways for the programme and the individual projects to fulfill as much as possible of goals and expected results.</li> </ul>		
<b>Evaluator</b>	June – July 2008	Kosovo UNICEF
<ul style="list-style-type: none"> <li>• Conducting a mid term review of UNICEF's 5-year Kosovo programme 2005 - 2009;</li> <li>• Recommending possible options to increase goal fulfillment;</li> <li>• Working in close cooperation with UNICEF/Kosovo team, the Government and civil society in the new state of Kosovo.</li> </ul>		
<b>Aid management adviser</b>	Feb – May 2008	Kosovo COWI A/S
<ul style="list-style-type: none"> <li>• Being the aid management advisor in the Kosovar Prime Minister's Office, financed by the Danish Ministry of Foreign Affairs/DANIDA;</li> <li>• Advising and engaging in making aid to all sectors more efficient and effective in Kosovo, in line with the Rome and Paris Declarations on Aid Effectiveness principles;</li> <li>• Managing Kosovo's reporting to the 2008 Survey on Monitoring of the Paris Declaration;</li> <li>• Contributing to capacity building in particularly Ministry of Education, Science and Technology as regards management of donor financed project and donor coordination towards a Sector Wide Approach (SWAp);</li> <li>• Advicing the Government of Kosovo on different aspects of donor coordination and aid effectiveness with clear impact on Government actions;</li> <li>• Speech writing for the Prime Minister.</li> </ul>		
<b>Team leader</b>	Oct 2006 – Dec 2007	Albania SIPU International AB
<ul style="list-style-type: none"> <li>• Leading the EUR 2 million "Decentralisation and Regional Development Project", financed by Sida;</li> <li>• Designing, developing, implementing and following up activities, coordinating project stakeholders – not least with the Albanian Ministry of Interior (MoI) which was the main beneficiary of delivered advice and capacity/institution building in subjects concerning local government, decentralisation and regional development;</li> </ul>		

- Providing capacity building support based on the Council of Europe's "European Charter of Local Self-Government" considering the country's EU integration process;
- Building Mol's capacity in donor coordination/aid effectiveness, being the project's head expert;
- Leading and managing the project in technical and financial aspects;
- Sourcing, contracting and coaching the project's 15 local and international short-term experts;
- Evaluating the experts' contributions against ToR and other stipulations;
- Developing and implementing improved routines and raising quality of results.

<b>Strategist</b>	Oct – Nov 2005	Albania UNICEF
<ul style="list-style-type: none"> <li>• Providing strategic directions for UNICEF's work in Albania during 2006 – 2010 within the area of Governance;</li> <li>• Evaluating UNICEF's previous activities and using own expertise concerning development cooperation in Albania to assist UNICEF in positioning itself so as to achieve most impact and use its comparative advantages;</li> <li>• Providing strategic directions for the agreement "Government of Albania – UNICEF Programme of Cooperation 2006 – 2010".</li> </ul>		