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NATIONALITY: Norwegian

KEY QUALIFICATIONS:

- Knut Samset is Professor of Project Management at the Faculty of Engineering Science and Technology, Norwegian University of Science and Technology, Norway www.ntnu.no. He is the founding director of the Concept Research Programme on Front-end Management of Large Investment Projects www.concept.ntnu.no, and founding director and senior partner of Scanteam www.scanteam.no, an international consultancy based in Oslo.
- He has extensive experience as journalist, researcher, and advisor to national and international organisations in the fields of risk analysis, appraisal, planning and evaluation of projects. He has provided technical assistance, delivered training workshops, and undertaken studies and evaluations on behalf of the governments of the Nordic countries and Japan, UN agencies, OECD, The World Bank, and several nongovernmental organisations. He is presently teaching Master's and Doctoral level courses at the university on Front-end management of projects, Project Planning, Evaluation, and Qualitative Research Methodology. His current research is on project governance, front-end planning and decision making, and appraisal and quality assurance of major investments. He has published a large number of research reports and papers and is the author of books on technology assessment, project design, evaluation and front-end management of projects

LANGUAGES:

Norwegian:	Mother tongue
English:	Fluent
German:	Fair
French, Italian, Polish:	Working knowledge

COUNTRY WORK EXPERIENCE:

Africa: Angola, Botswana, Kenya, Lesotho, Malawi, Mozambique, Swaziland, Tanzania, Zambia, Zimbabwe

Asia: Bangladesh, India, Japan, Malaysia, Nepal, Sri Lanka.

Latin-America: Mexico.

Europe: Italy, Poland, Romania, Yugoslavia.

EDUCATION:

1998 Ph.D. in Project and Risk Management, the Norwegian University of Science and Technology, Trondheim, Norway

1976 Development studies and future studies, Diploma, Inter-university for Post-graduate Studies, Dubrovnik, Yugoslavia

1974-76 Sociology, Post-graduate studies, University of Oslo and University of Warsaw

1972 Educational Science, Diploma, University of Trondheim

1972 M.Sc. in Mechanical Engineering, Norwegian Institute of Technology, Norway
1968 Diploma in Mechanical Engineering, Oslo School of Engineering

EMPLOYMENT

2000 – Date Professor, NORWEGIAN UNIVERSITY OF SCIENCE AND TECHNOLOGY, Faculty of Engineering and Technology, Trondheim.

2001 – Date Director of the CONCEPT program, a national research program on front-end risk assessment and quality assurance of major projects.

1992 -2000 Senior Partner, SCANTEAM INTERNATIONAL AS, Oslo.

1989 - 1992 Managing director, SCANTEAM INTERNATIONAL AS, Oslo

1982 - 1989 Director, SAMSET & STOKKELAND CONSULTING AS, Oslo

1980 - 1982 Head of Research Policy Planning, NORWEGIAN CENTRAL COMMITTEE FOR RESEARCH, Oslo

1979 - 1980 Junior Programming Officer, ILO Area Office, Dar es Salaam, Tanzania

1977 - 1979 Secretary General, Forum for Inter-disciplinary Research, Norway,

1976 - 1979 Researcher/lecturer in Department of Environmental Studies, UNIVERSITY OF OSLO

1975 - 1976 Researcher, University of Warsaw, as UNESCO fellowship holder in the area of future studies. Assignments also with research institutions in Italy, Romania and Yugoslavia in the same period with funding from the Nordic Committee for Peace Studies and the University of Oslo

1972 - 1973 Editor, INGENIØRFORLAGET AS, Oslo, the technical journal “Maskin” (Mechanical engineering), and the main engineering journal “Teknisk Ukeblad” (Technology weekly)

1971 - 1972 Research Assistant, Faculty of Mechanical Engineering, the Norwegian Institute of Technology

PROFESSIONAL EXPERIENCE

- Advisor to the Norwegian Railroad Authority to analyze the implications of the proposed privatization of maintenance operations in the railway system, 2005
- Advisor to the Danish Ministry of Science, Technology and Innovation to evaluate the Euro Faculty Project at Kaliningrad State University, with Erik Holtedahl and Brynjulf Risnes, 2002
- Senior advisor to Finland’s Ministry of Foreign Affairs to evaluate Finnish support to the Asian Institute of Technology in the fields of Telecommunication and Paper and Pulp technology. 1999
- Advisor to The Norwegian Ministry of Foreign Affairs to evaluate the World Bank/UNDP Water and Sanitation Programmes in South Asia, and in Southern and Eastern Africa, 1999
- Advisor to the Organisation of Economic Cooperation and Development, in charge of a project to develop a glossary and harmonise terminology in evaluation and results based management in the OECD member countries. 1999 -2000
- Advisor to the Danish Ministry of Foreign Affairs to write the evaluation handbook for Danish international aid. 1998
- Advisor to Norwegian People’s Aid to develop a system for monitoring and quality assurance of project and programme activities in a non-governmental development organisation. 1998

- Ph.D. research fellow at the Norwegian University of Science and Technology financed by the Norwegian Research Council and Scanteam international, producing a thesis on uncertainty, risk and project management in international development projects. 1997-98,
- Advisor to the Norwegian Ministry of Foreign Affairs to conduct a survey of international donors agencies' experience and activities in the field of risk management, 1997
- Advisor to the Norwegian Agency for Development Cooperation to develop a handbook on financial and economic assessment in international development assistance 1997
- Advisor to the Norwegian Ministry of Foreign Affairs on an evaluation of its support to the World Health Organisation, 1997:
- Facilitator of a conference to redesign the Moneregala Integrated Development Programme, Sri Lanka, on behalf of the Norwegian Agency for Development Cooperation, 1996
- Team leader of a review of the Water Supply and Sanitation Programme, Western Province, Zambia, on behalf of the Norwegian Agency of Development Cooperation, 1996
- Advisor to the Norwegian Institute of Technology in outlining a Norwegian-Japanese research programme on hydrogen-based energy systems. 1995-96,
- Senior advisor to the Japanese Ministry of Foreign Affairs to evaluate Japanese support to the Educational Television Training Centre, and the Earthquake Disaster Prevention Centre in Mexico. 1996
- Principal investigator on behalf of the Norwegian Centre for International Studies to prepare for the evaluation of the research cooperation between the Norwegian Agricultural University and the Agricultural University of Tanzania. 1996
- Advisor to the Norwegian Agency for Development Cooperation to develop internal procedures for project cycle management and quality assurance, 1995 - 97
- Team leader on behalf of the World Bank to evaluate the National Education Trust Fund, designed to facilitate parent initiated primary and secondary schools in Tanzania. 1995
- Team leader on behalf of the Norwegian Ministry of Finance to evaluate the research and scholarship programmes at the University of Zambia funded by the Norwegian Government from 1989 onwards, 1995
- Commissioned by the Japanese Foundation for Advanced Studies in International Development (FASID), to write its evaluation handbook for Japanese ODA, 1994
- Team leader on behalf of the Swedish Secretariat for Analysis of Development Assistance to evaluate the effect on gender in Swedish overseas development assistance in India, Zimbabwe and Namibia, 1994
- Advisor to the Norwegian Ministry of Foreign Affairs to write its evaluation handbook, which was subsequently translated into Japanese, Chinese, Spanish and Portuguese and adopted as evaluation handbook by the Japanese development agency (JICA) and a number of bilateral and non-governmental development agencies world-wide. 1993
- Team leader on behalf of the Norwegian Agency for Development Cooperation to evaluate the Norwegian funded Programme in Quality Assurance/Quality Management in 100 Industrial Companies in the SADC Region in Africa. 1993
- Team leader 1992, Policy Study, Privatization of public sector industries and institutions in Sub-Sahara Africa, Client: Norwegian Ministry of Foreign Affairs
- Team leader 1992, Impact evaluation, SATCC working group of experts on road traffic and transport in Southern Africa, Client: NORAD

- Advisor 1991, Sector study, Lessons learned in Norwegian aid that can be applied on Integrated Resource Management Programmes, Client: The World Bank
- Principal investigator on behalf of The World Bank, commissioned to do a sector study on Integrated Resource Management Programmes. 1991-92
- Team leader commissioned by the Ministry of Foreign Affairs of Denmark to undertake a review of training needs of Danish ODA personnel, Copenhagen, 1991
- Team leader on behalf of the Norwegian Ministry of Foreign Affairs, to do a study on the effectiveness of evaluations as a tool to generate experience in Norwegian bilateral development aid. 1990-1991
- Team leader on behalf of the Norwegian Agency for Development Cooperation to develop an operational strategy for the Norwegian Import Promotion Office for Products from Developing Countries (NORIMPOD). 1991
- Advisor to the Norwegian Agency for Development Cooperation, commissioned to produce a handbook in objective-oriented planning (the Logical Framework Approach), 1990. Reprinted 1992, 1996, 1998, 1999, and 2005 and translated into Japanese, Spanish and Portuguese and Chinese, Russian, Hindi and Sinhalese. Adopted by a number of bilateral and non-governmental development agencies world-wide.
- Team leader on behalf of Norwegian People's Aid 1990 to do an appraisal of the extension of African National Congress's (ANC) refugee settlement in Dakawa, Morogoro, Tanzania. 1990
- Team leader on behalf of the Norwegian Agency for Development Cooperation to do a project review of the Norwegian financed Integrated Rural Development Programme, Northern Province, Zambia. 1989
- Team leader on behalf of the Norwegian Agency for Development Cooperation to do a project review of Norwegian assistance to SATCC's expert group on port administration, 1989
- Team leader on behalf of the International Labour Organisation (ILO) to evaluate the Program on Integration of Women in Mainstream Development Projects. 1989.
- Team leader on behalf of the International Labour Organisation (ILO) to evaluate Gambia Co-operative Union and the groundnut industry in The Gambia. 1988
- Team leader on behalf of the Norwegian Agency for Development Cooperation to prepare a national plan to strengthen women's involvement in water supply and sanitation and health activities in Zimbabwe. 1987
- Principal investigator commissioned by the Norwegian Ministry for Development Cooperation to prepare a policy study on the application of "appropriate technology" in Norwegian ODA. 1987
- Team leader on behalf of the Norwegian Ministry for Development Cooperation to evaluate the Rural Roads Maintenance Programme in Tanga and Mbeya regions, Tanzania. 1987
- Team member in a review of the Community Participation and Health Education component of the Norwegian supported water supply programme in Rukwa, Tanzania, commissioned by the Norwegian Agency for Development Cooperation, 1986
- Team member assigned to an evaluation of the Southern African Team for Employment Planning in the Southern African Development Community (SADCC), commissioned by the Swedish International Development Agency (SIDA), 1986
- Team leader on behalf of the Norwegian Ministry for Development Cooperation to evaluate the water supply and sanitation programme in the Western Province, Zambia. 1986

- Advisor to the Norwegian Agency for Development Cooperation and the Swedish International Development Agency (SIDA) to develop a monitoring and evaluation system for the Rural and urban water supply and sanitation programme, Western Province, Zambia. 1985
- Team member in the evaluation of the Norwegian multi-bilateral programme under UNESCO, commissioned by the Norwegian Ministry for Development Co-operation, 1985
- Team leader on behalf of the International Labour Organisation (ILO) to evaluate ILO's anti-apartheid programme in the Southern African region. (25 projects). 1985
- Advisor to the Norwegian Institute for Urban and Regional Planning (NIBR) to do a review of major methodologies used in future research, with bibliography of contemporary literature and research institutions. 1984
- Team member, in a project review of the water supply programme in Kigoma, Tanzania, commissioned by the Norwegian Agency for Development Cooperation, 1984
- Team leader appointed by the Norwegian Ministry for Development Cooperation to evaluate the Rural Water Supply Reconstruction and Development Programme in Zimbabwe. 1984
- Advisor to the United Nations Development Programme in the development of methodologies for the evaluation of women-oriented water supply and sanitation programmes. 1983
- Advisor to the Research Institute of the Norwegian Telecommunication Administration, to undertake a study of the impact of telecommunication in society, 1979
- Press officer at the international conferences of the World Future Studies Federation in Dubrovnik and Berlin. 1977 and 1978
- Advisor to a consortium of non-governmental organisations in Norway, assigned to plan and promote the Norwegian inter-disciplinary research programme 'Alternative Future, 1978
- Research fellow at the Institute for Studies and Education about the Future (IRADES), Rome, assigned to provide recommendations on the ethics of future studies, 1977
- Advisor to the Norwegian Liberal Party and the Socialist Party on the future national energy policy, 1977
- Freelance journalist and member of the Norwegian Union of Journalists reporting to newspapers and the specialist press, and producing about 20 radio programmes about future studies, technology and development issues for the Norwegian Broadcasting Corporation, 1973-1977
- UNESCO research fellow at the University of Warsaw in the area of future studies, under a project with the title 'Technology and Social Change'. In the same period assignments also as associate researcher at the Institute of Methodology for Future and Development Studies, Bucharest, 1975-76,

TEACHING

- Developed and lecture MSc and PhD level courses in Front-end management of projects, Quality assurance, Project evaluation and Qualitative research methods at the Norwegian University of Science and Technology, 2001 - date
- Developed and lectured an MSc level training course in evaluation at the University of Oslo, Department of International Health. 1999 - 2007
- Lectured in project planning within the Programme for Reconstruction and Development for Bosnian refugees in Norway at the Norwegian University of Science and Technology, 1995-97

- Developed and conducted an in-service training course for a large number of officials in the Norwegian Ministry of Foreign Affairs and the Norwegian Agency for Development Cooperation to use instruments of quality assurance in management of operations. 1993 - 2001
- Developed and conducted training courses in evaluation in Oslo, Kuala Lumpur and Tokyo for a large number of officials from ministries, government agencies and non-government institutions in Norway, Japan, Malaysia, Sweden, Denmark and Finland, in the fields of planning, management and evaluation of development projects, and technology assessment and gender analysis. 1991 – 1997
- Developed and conducted a training course in technology assessment for officials in the Norwegian development aid administration. 1992-95
- Developed and conducted a training course in Gender analysis for a number of officials in the Norwegian development aid administration. With Tone Bleie and Janne Lexow. 1991 - 1995
- Lectures in development theory at the University of Oslo and the University of Dar es Salaam 1976 - 1980
- Gave a number of guest lectures about energy policy, technology assessment, environment and resource management, and future studies in Norwegian colleges and public meetings. 1975-78
- Lectured eight semester courses in structural engineering, mechanics and statistics, in NKI college of engineering, Oslo, 1973-75

PUBLICATIONS

Books

- “Elmer’s Globe”, Forthcoming 2010
- “Ex Ante. Appraisal of Projects Up-Front”, Forthcoming 2010
- “Making Essential Choices with Scant Information. Front-End Decision Making in Major Projects, T. Williams, K. Samset and K. Sunnevaag (eds), Palgrave Macmillan, ISBN 10: 0-230-20586-0, UK 2009
- “Investing in Hospitals of the Future”, B.Rechel, S.Wright, N.Edwards, B.Dowdeswell, M.McKee (eds). Chapter on “*Concept Planning: Getting Capital Investment Right*”, WHO/European Observatory on Health Systems and Policies, UK 2009
- “Decision-Making on Mega-Projects. Cost-Benefit Analysis, Planning and Innovation, “ H.Priemus, B.Flyvbjergf, B.van Wee (eds), Chapter “*How to Overcome Weaknesses in Megaprojects*”, *Edvard Elgar Publishing, UK 2008*
- “Prosjekt i tidligfasen. Valg av Konsept” (Projects Up Front. Choosing the Concept), 344 p, Tapir Academic Press, ISBN 978-82-519-2346-0, Trondheim, Norway 2008
- “GrandView”, with Atle Prange, Mind mapping software for qualitative research. Concept Research Program, Norwegian University of Science and Technology, 2004
- NTNU “Project Evaluation. Making Investments Succeed”, Textbook, 233p., Tapir Academic Press, ISBN 82-519-1840-5, Trondheim, Norway 2003

- “Prosjektvurdering i tidligfasen. Fokus på konseptet” (Front-end Assessment of Projects. Focus on the Concept”, University textbook, 154 p, Tapir Academic Press, ISBN 82-519-1679-8200, Trondheim 2001
- “Usikkerhet som mulighet og gevinst. Styring av usikkerhet i prosjekter” (Uncertainty, opportunities and rewards. Managing uncertainty in projects). Handbook. With researchers in the research programme ‘Project Management 2000’, ISBN 82-7706-127-7, Oslo, 1999
- “Evaluation Guidelines”, Danish Ministry of Foreign Affairs, ISBN 87-7265-643-3, Copenhagen, 1999
- “Money Matters. Handbook in Economic and Financial Assessment”, Norwegian Agency for Development Cooperation, Norway, 1998
- “Evaluation Based on the Project Cycle Management Method”, Foundation for Advanced Studies on International Development, Tokyo, March 1994. Also translated into Japanese
- “Evaluation of Development Assistance. Handbook for Evaluators and Managers”, Royal Ministry of Foreign Affairs, ISBN 82-7177-366-6, Oslo 1994. Also translated into Japanese, Spanish, Portuguese and Norwegian
- Programme and Project Cycle Management. Manual for Government to Government Co-operation”, NORAD, 1996
- “The Logical Framework Approach (LFA). Handbook for Objectives-oriented Planning”, Norwegian Agency for Development, First edition 1989, second edition 1993, third edition 1996, fourth edition 1999, NORAD, ISBN 82-7548-160-0. Also translated into Spanish, Portuguese, Russian, Chinese, Hindu, and Singhalese
- "Forskning for sikkerhet og fred." (Security and Peace Research) Recommendations for a national research policy, the Norwegian Central Committee for Research, Oslo 1982.
- "Mannens Verden. Teknopolitikk og samfunnsutvikling. 33 essays”(Techno-politics and socio-political development). Ingeniorforlaget, ISBN 82-524-0034-4, Oslo 1977

Peer reviewed papers and presentations

- “Design and Decision - Rationality and Chance. 26 Cases Reviewed”, The Fourth Concept Symposium on Governance of Major Investments Projects, Trondheim, Norway, 25-26 September 2008
- “Norway: A Regime for External Quality Assurance of Major Public Investment Projects”. Colloque en Gestion de Projet, University of Quebec at Montreal, 29 April 2008
- "Front-end Management, Flexibility and Project Success". With Nils Olsson, PMI Research Conference, 16 – 19 June, Montreal 2006
- “Capital Structural Planning. Lessons from the Concept Program”. Investing and Planning for Health, European Health Property Network and the Semmelweiss University, Budapest 19-21 April 2006
- “Front end Governance of Major Public Projects”, with Peder Berg and Ole Jonny Klakegg, EURAM 6th Annual Conference: Energizing European Management, Oslo 16-20 May 2006
- “Design of high-uncertainty projects in international aid”, 3rd International Conference on Project management, PROMAC 2006, Sydney 27-29 September 2006.

- “Up Front Decision Making Based on Scant Information”, with Kjell Sunnevåg, International Conference on Computing and Decision Making in Civil and Building Engineering Montreal, June 14-16, 2006, also published in *Project Perspectives* 2008 ;Volum 29.(1), and in *Mundo PM*, Vol 3 no 18, 2008 with the title “Tomando Decisões Iportantes - mesmo quando existe pouca informação”
- “Improving Quality at Entry – Principles and Procedures”, 2nd International Symposium 2006, Principles of Governance for Major Investment Projects, Concept Reserch Programme, Norwegian University of Science and Technology, Trondheim, Norway, September, 2006
- “Improving Success in Public Investment Projects. Lessons from a Government Initiative in Norway to Improve Quality at Entry”, with Ole Jonny Klakegg and Ole Morten Magnussen, 19th IPMA World Congress, New Dehli, 13-16 November 2005
- “Successful Megaprojects: Ensuring Quality at Entry”, with Ole Morten Magnussen, The European Academy of Management Annual Conference EURAM 2005: Responsible Management in an Uncertain World; Munich, 4-7 May 2005
- “Ensuring Quality-at-Entry: Challenges in Front-end Management of Projects”, with Nils Olsson, Kjell Austeng, and Ola Lædre. Paper presented at the Nordnet Conference, Oslo, 4September 2003. Also published in *Project Perspectives*, No. 1/2004 Vol. XXVII, Helsinki, 2004
- “Front-End Management of Projects”. Concept Symposium 2003: Front-End Management of Large Public Projects; The Concept Research Program, Norwegian University of Science and Technology, Oslo, 23-24 September 2003
- “Square Pegs and Round Holes: Evaluation, Uncertainty and Risk Management”, with Kim Forss. Paper presented at the *European Evaluation Society’s* Annual Conference in Rome, October 1998. Also published in the journal *Evaluation*, February 1999
- “Uncertainty, Risk and Project Cycle Management” ., with Tore Haavaldsen. Paper presented to the Quality Management Workshop, at the Foundation for Advanced Studies on International Development (FASID) in Tokyo, September 1998
- “Project Management in a High-uncertainty Situation. Uncertainty, Risk and Project Management in International Development Projects“. Ph.D. dissertation. The Norwegian University on Science and Technology, Trondheim, Norway May 1998
- “Uncertainty in Decision Making. Factors and Strategies Affecting Uncertainty in Planning and Management of Projects”, with Tore Haavaldsen. *Canadian Journal of Development Studies*, Ottawa 1997
- “Evaluation Systems when Policies are Changing”, with Kim Forss and Basil Cracknell, *Project Appraisal* vol. 9 no. 1, ISSN 0268-8867, Beech Tree Publishing, March 1994
- “Can Evaluation Help an Organisation to Learn?” with Kim Forss and Basil Cracknell. *Evaluation Review* vol. 18, no. 5, p. 592 -612. ISSN 0193-841X, Sage Periodicals Press, 1994
- "U-hjelp fra A til O. Kapitalflukt og livsbetingelser." 14 eksempler fra et utviklingsland, (Development Aid from A to O. Capital leakage and living conditions). Chair in International Development Studies,. University of Oslo, 1982, ISSN 0333-1563
- "Technology and Structures for Appropriate Development". Lectures at University of Dar Es Salaam, 1981. Published in *Canadian Journal of Development Studies*, ISSN-0225-5189, Vol. II, No. 2, 1981.

- "Teletjenester, samfunnsstruktur og grunnbehov". (Telecommunication, social structures and basic needs) Report under a project on the effects of telecommunication in society (TELSAM), the research institute of the Norwegian Telecommunication Administration., Oslo 1979.
- "Teknologens medansvar i samfunnsutviklingen." (The role and responsibilities of engineers in society) Teknisk Ukeblad, nr. 12, 1976.

Reports

- "Markedsutsetting av driftsansvaret i jernbanen" (analysis of the implications of the proposed privatization of maintenance operations in the railway system); Norwegian Railroad Authority, 2005
- "Evaluation of the EuroFaculty Project at Kaliningrad State University", with Erik Holtedahl and Brynjulf Risnes. Scanteam AS. Report to the Ministry of Science, Technology and Innovation, Denmark, 2002
- "Evaluation of Finland's financial support to the Asian Institute of Technology", with Routsis, Jorma; Kyttaenen, Kari; Vanharanta, Hannu; Ilva, Mauri. Report to the Finnish Ministry of Foreign Affairs, Helsinki, 2001 70 p.
- "Risk analysis of the Melamchi Water-Supply Project, Nepal", with Austeng, Kjell; Christensen, Per Juell, Scanteam AS and Metier AS, report to the Asian Development Bank, 2000 60 p.
- "Bruk av logisk rammeverk for å identifisere og prioritere miljømål og miljøtiltak", with Anne Katrine Eikill, Scanteam AS and PTL Løken AS, Trondheim: M3P-programmet 2000 55 s.
- "Kvadraturen videregående skole - Miljømål og prioriteringer av tiltak", with Anne Katrine Eikill, AS and PTL Løken AS, Trondheim: M3P-programmet 2000, 54 s.
- "Glossary of Terms in Evaluation and Results Based Management", with Kristin Ingstad Sandberg, report to the Development Assistance Committee, OECD, Paris, 2000 135 p.
- "Guidelines for Project Appraisal and Evaluation". Manual with procedures and formats for quality assurance for Norwegian People's Aid, May, 1999.
- "Joint Assessment of the Regional Water and Sanitation Group for Eastern and Southern Africa (RWSG-ESA), Review of a World Bank project, April 1999. Client: Swedish International Development Agency.
- "Revision of the Agreement between Norway and Zimbabwe regarding assistance to the cultural sector", with K. Bukutu, report to the Ministry of Education, Sports and Culture, and NORAD, Harare, May 1998
- "Risikovurdering og risikohåndtering i internasjonal utviklingshjelp" (Risk assessment and risk management in international development agencies). Report to the Norwegian Ministry of Foreign Affairs, April 1998
- "Evaluering som redskap i kvalitetssikring av Departementets virksomhet". With K. Forss. (Evaluation as a quality assurance tool for the Ministry). Report to the Norwegian Ministry of Foreign Affairs, April 1998

- “Risikovurdering og risikoanalyse i norsk utviklingshjelp“, (Risk assessment and risk analysis in Norwegian Development Assistance), Report to the Norwegian Ministry of Foreign Affairs, September 1997
- “Evaluation of the Institutional Co-operation between the Agricultural University of Norway and Sokoine Agricultural University, Tanzania. A Prestudy“. Report to the Norwegian Ministry of Foreign Affairs, February 1997
- “Workshop Proceedings and Conclusion from a Workshop to Redesign the Norwegian Supported Integrated Development Programme (MONDEP) in Sri Lanka. Report to NORAD, June 1996
- “Review of the Water and Sanitation Programme in Western Province, Zambia, with Special Emphasis on Sustainability“, Report to NORAD May 1996
- “Evaluation of Japanese Support to the Earthquake Prevention Centre and the Educational Television Training Centre“, Mexico, Report to the Japanese Ministry of Foreign Affairs, Tokyo, March 1996
- “National Education Trust Fund. Interim Evaluation“. With N. Katunzi, Report to the World Bank, Washington, September 1995
- “Norwegian Support to the University of Zambia. A Review“, With R. Salomon, NORAD, April 1995
- “Empowering Women. Thirteen lessons from thirteen Swedish funded projects“, with J. Lexow, A. Hammar, R. Bezbourah and R. Basil. Evaluation report to the Secretariat for Analysis of Swedish Development Assistance., Stockholm, 1994
- “Better Products. Evaluation of SADCs Training Programme in Quality Management and Quality Assurance“. With K. Grinde. Report to NORAD and SITCD, Oslo, June 1994
- “Evaluation Based on the PCM Method“, Evaluation Manual for Japanese ODA, Foundation for Advanced Studies on International Development, Tokyo March 1994
- “Manual for Programme and Project Cycle Management“, NORAD, March 1994
- Internal Learning from Evaluations and Review in Norwegian Bilateral Aid. Evaluation report No. 1.93, Norwegian Ministry of Foreign Affairs, Oslo 1993
- “Internal Learning from Evaluations and Reviews“, Evaluation Report 1.93, Royal Ministry of Foreign Affairs, Oslo 1993
- “District Development Fund, Water Division, Zimbabwe. A Study of Training Needs and Needs for Technical Assistance“. With B. Lunoe, Report to NORAD 1993
- SATCC Working Group of Experts on Road Traffic and Transport. Impact Assessment“, With O. Ystehede. Report to NORAD, Oslo 1993
- “Privatisering og bistand. En studie om overgangsproblemer i forbindelse med privatisering i norske samarbeidsland“ (Privatisation and development assistance. A study of transitional problems caused by privatisation in partner countries). With F. Ystgaard, P. A. Jacobsen and G. Gotteberg. Ministry of Foreign Affairs, Oslo 1992
- “NORIMPOD Virksomhetsplan 1991“, (Plan of Operations 1991), Norwegian Import Promotion Office for Products from Developing Countries (NORIMPOD), Oslo 1991
- “Some Reflections on Experiences with Norwegian Financed Integrated Rural Development Programmes“, Sector study report to the World Bank. Oslo, October 1991
- “The Planning Workshop on the Dakawa Development Programme. Workshop Report with Documentation. Norwegian Ministry of Foreign Affairs, Oslo 1990

- “Mainstreaming. Lessons Learned on Women’s Role in Selected ILO Mainstream Projects” ISBN 92-2-107385-8, ILO, Geneva 1990
- “Norwegian Assistance to Agricultural and Rural Development in Northern Province, Zambia. Programme Review May - June 1990”. With S.R.Stevenson, N Mukutu and E. Kangombe. NORAD 1990
- Financial Assistance for the Operation of a Working Group on Port Administration” Project review, SATCC/NORAD, April 1989
- “Report of the Tri-partite Evaluation Mission of the Co-operative Development Project, Gambia”, ISBN 92-2-106942-7, International Labour Organisation, Geneva, November 1989
- "Evaluation of the Rural Roads Maintenance Project in Mbeya and Tanga Regions, Tanzania". With J. Howe, O. Mascarenhas, and O. Solberg. Ministry of Development Co-operation, Oslo 1988.
- "Tilpasset Teknologi. Definisjoner, barrierer, ressurser og strategier." (Appropriate Technology. Definitions, Barriers, Resources and Strategies), Ministry of Development Co-operation, Oslo 1987.
- "The Involvement of Women in Mobilisation and Community Participation in the Norwegian supported Water Supply Programme in Zimbabwe". With M. Lenneiyee. Report to the Ministry of Development Co-operation and the Ministry of Community Development and Women’s Affairs, Harare 1987.
- "Evaluation of the Water Supply Programme in Western Province, Zambia". With M. Fergus, I. Watts, I. Nyumbu and I. Sinyangwe. Ministry of Development Co-operation , Oslo 1987
- "A Review of the Community Participation and Health Education Programme under the Norwegian Assisted Water Supply Programme in Rukwa and Kigoma Regions, Tanzania". With M. Gledtisch and J. Lomoy. Report to the Norwegian Ministry of Development Co-operation , Dar es Salaam 1986.
- “Employment Promotion Activities in the SADCC Region. A Study on the Potential to Improve Employment Promotion Activities in the SADCC Region.". With C. Holtsberg and A. Reed. Report to SIDA, Stockholm 1986
- "Assessment of the Norwegian Multi-bilateral Programme under UNESCO" Evaluation Report. With I. Eide and K. Tornes. Ministry of Development Co-operation, Oslo 1986
- "ILO’s Anti-apartheid Programme Evaluation.. Evaluation of 20 projects in Southern and Eastern Africa, ILO, Geneva 1985
- "Framtidsstudier. Metoder, institusjoner, litteratur. (Future studies. Methods, institutions and literature), Report to the Norwegian Institute for Urban and Regional Planning, Oslo 1985
- "Lake Regions, Tanzania, HESAWA Programme: Monitoring and Evaluation System, Report to SIDA, Oslo 1985.
- "Kigoma Water Supply Programme Review, With H. Stokkeland. Tanzania, NORAD, Oslo 1984.
- "District Development Fund, Zimbabwe. Evaluation of the Rural Water Supply Reconstruction and Development Programme", Oslo, December 1984. With T. Lium, D. Dore, S. Moyo and A. Nypan. Report to the Ministry of Development Co-operation
- "Rukwa Rural Water Supply Programme, Tanzania: Monitoring and Evaluation System." Vol.1: Plan of Operation, Vol 2: Background Information. NORAD, Oslo 1983