



Swedegroup

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Swedish Development Group is a consulting group engaged in analysis of economic, financial and social issues of development projects and programmes in the Third World and in Eastern Europe.

Swedish Development serves international agencies, development banks and bilateral development organisations with consulting know how and expertise for development programmes and project

- * identification, preparation and appraisals
- * institutional development and management support

- * evaluations and impact assessments.

Swedegroup's experience covers the following sectors:

- * infrastructure, utilities and water supply
- * industrial development,
- * rehabilitation and privatisation,
- * agriculture, fisheries, forestry and integrated rural development,
- * health and education
- * development financial services, and
- * economic assessment of environmental improvements.

The **Swedish Development Group** comprises six professionals with complementary backgrounds and specialties:

Leif Grahm - regional economics and entrepreneurship,
Göran Levin - project planning, budgeting and administration
Åke Nihleen - financial analysis and marketing,
Gordon Tamm - socio-economics and institutional development,
Hans Torell - accounting and corporate finance
 Swedish Development Consulting Partners was started by Gordon

Some of the things we have done

Tamm and Lennart Königson in 1988. Both had an international development background combined with executive experience from large Swedish consulting firms and extensive work with international development banks and Nordic development cooperation authorities.

The first year's assignments dealt with gold, green forests and water. There were evaluations of gold mining and forestry projects in Nicaragua and in Mozambique for Swedish SIDA and assessments of American, Kenyan and Nigerian rural water programmes for USDA, the World Bank, SIDA, and UNDP. The study of rural water supplies in USA resulted in Swedish Development's first publication.

The second year saw the appraisal of an airport for China's tropical paradise in southern Hainan and more forestry and environmental protection in Benin for the World Bank. There was assessment of an health programme and more water

project analysis for WHO and UNICEF in India. Åke Nihleen, with a background as manager of a fibre industry in Sri Lanka, joined Swedish Development in 1989 to undertake a furniture project and fibre market assessments for Swedfund and International Trade Centre.

The third year marked the beginning of a continuing involvement in the East European reform process. For Swedish BITS we carried out cost benefit assessments of a

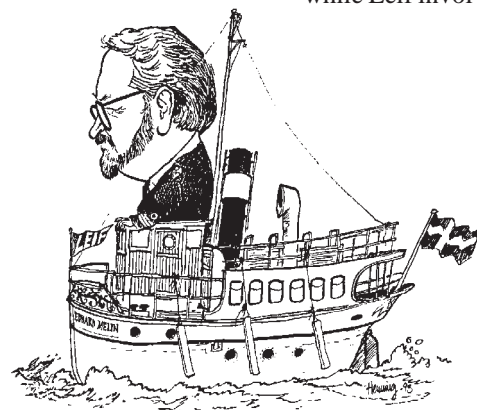
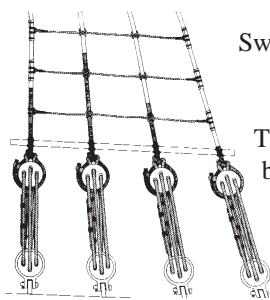
number of environmental projects and subsequently assisted in their implementation. Two other large assignments dealt with respectively a state-wide programme for basic education in Rajasthan (India), where SIDA was

- Peter Ormesher and Leif Grahm. The

our client, and cross border support from Pakistan into war-torn Afghanistan. We also looked at golf courses in Turkey for a consortium of private investors, road tunnels in Pakistan, pulp and paper mills in Thailand and forest industry in Tanzania for Finnish FINNIDA. Swedish Development was awarded its, until then, largest assignment, the evaluation of SIDA's fifteen year support programme to Tanzania's small industry sector. This prompted the expansion of our group by two new members

former added Canadian to the Swedish Development while Leif involved us in his love affair with Gothenburgs oldest steam boat, s/s *Eduard Melin*.

Swedish Development's fourth year became the year of privatisation. It started in Mozambique with an

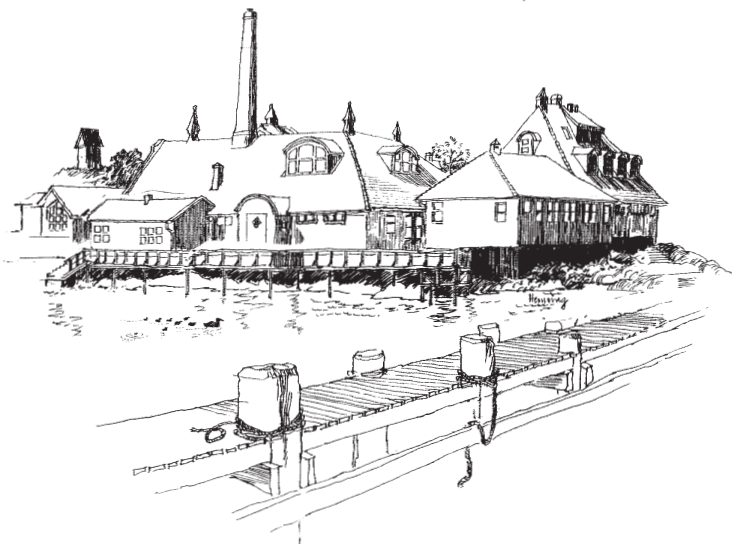


assignment for the IFC/UNDP facility APDF to privatise an electrical services company. In Laos we assessed the prospects for privatizing a mechanical workshop and for IFC Swedish Development carried out financial reviews of three cement plants in Portugal and seven in Poland, all for the purpose of privatisation.

This year also included a number of project and programme evaluations in Bangladesh, for the Netherlands aid agency DGIS, and in China for BITS. Other larger assignments were an industrial survey of the Baltic states, assessment of an ambitious education programme for Rajasthan, and a study of alternative fuels for public transport in Bangkok. The Baltic survey resulted in our second publication: "Baltic Industry - A survey of potentials and constraints".

A dominant theme during 1992, our fifth year of operation, was rural environment as Swedish Development was entrusted with implementation support for Dungarpur Integrated Wasteland

Development Project (DIWDP) by SIDA. The project represents a new multi-dimensional approach to alleviation of rural poverty and rural environmental degradation. The involvement in the east European reform process continued with assignments in the Baltics (ports and former defense industries), Poland



(seven small industry feasibility studies), Bulgaria with cement and tourism for IFC, China and telecommunications as well as Russia and a large study of sugar beet growing and processing with Danish consultants for EBRD.

In 1992 Peter Ormesher left us for his native Canada but Swedish Development was joined by Hans Torrell with extensive corporate finance background.

In 1993, our sixth year we became the "bad boys" in the "old bad house" as we moved to new premises - a converted old bath (bath = bad in Swedish) house on the Gothenburg sea front. The large assignments awarded during the year were a technical assistance project to Mozambique's privatisation agency, a forestry programme in India and more telecommunication in China. Åke Nihleen's coir project feasibility study in Fiji became the year's most envied assignment whereas the Mozambican privatisation contract 1994 became the entrance into Swedish Development for our sixth group member - Göran Levin. At the same time Lennart and Gordon left the "bad house",

Lennart to run his own business and Gordon to set up our first overseas office in New Delhi, India. Gordon kept the ownership of the former Swedish Development, but it was decided that there would be a reorganisation of our back office services, and this was marked out with the new name of "Swedegroup", Swedish Development Group AB. Gordon and the new recruit Hans Egnéus will manage the DIWDP and forestry projects from India, but return to the group in Sweden 1995.

The "bad boys"

Obsession with our work, affinity for the sea, for ships and for sailing, a good sense of humour have made Swedish Development an enjoyable and functioning working environment for the following "bad boys":

Gordon Tamm, who, after several years of doctoral social anthropology research merged academic insights with consulting

practice by heading the international operations of a large Swedish engineering consulting firm. With the cross-sectoral immodesty that goes with being a social scientist, Gordon has since worked extensively



on programmes ranging from primary health-care, rural water supply and basic education, to social forestry, wastelands development and small industries.

One of his concerns, in his

pursuit of "development from below" is how to make institutional frameworks more responsive and adaptable to change. With some 10 years of working in developing countries (South Asia, East Africa), he brings a healthy operational realism into his work.

Åke Nihleen, with an MBA focussed on marketing, made North Africa and South East Asia his first professional hunting grounds while working for a large Swedish consulting firm and subsequently as resident managing director for a coir manufacturing project in Sri Lanka. With an eye for turning opportunities into viable practice Åke's main focus has been to translate financial analysis into hands on management in turbulent surroundings and promote an effective market analysis. After joining Swedish Development he has utilized this experience in advising both private and institutional investors in respect of a wide variety of manufacturing projects, from food processing and furniture in Poland to sugar factories in Russia. In recent years financial and economic implications of environmental issues have increasingly become one of Åke's professional specialties.



Leif Gramh, with a PhD in labour economics and sociology of work, first became head of the Nordic Institute of Regional Research in Oslo and subsequently professor of business administration at the University of Copenhagen where he supplemented his interests in local industrial development with project



management training for Action-Learning groups. Before joining Swedish Development in 1990 he worked as a management consultant and advisor in connection with regional industrial promotion efforts in Iceland, Finland, Poland and Slovakia, as well as in many republics of former Soviet Union. Leif brings to bear an ability to combine long-term visions with short-term action which has also made him the envied owner of one of Sweden's oldest steamboats (which may even steam some day).

Hans Torell, having an MBA with accounting and budgeting emphasis, brings with him a wide



practical experience from virtually all financial fields, including accounting, auditing, financial analysis, credit insurance and corporate finance, and for activities as widely apart as hot-dog retailing in Sweden to newspaper printing in Tanzania. Hans has also added a pedagogical exam and practiced action-learning in several projects. This in combination with his vast experience in finance makes him a sought after lecturer for both private and public organisations.

Göran Levin, also having an accounting and budgeting MBA, worked as a comptroller and chief administrative officer in several Swedish firms prior to taking up several consecutive positions as on site project coordinator for development projects in both West and East Africa. For close to a decade and in countries such as Guinea Bissau, Mozambique and Cape Verde, Göran



has lived the problems of small scale fisheries and rural poverty alleviation as well as those of nascent public administration and donor agency bureaucracy. Prior to joining Swedish Development he worked as a free lance consultant specialising in project design, evaluation and administration.



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Selected assignments:

ENVIRONMENT

Economic component of Latvian environmental study (jointly with Carl Bro A/S, IVL and others)	IBRD, NIB, EBRD	Latvia	1991-1992
Financial appraisal of project to recover heavy metals from sludge	BITS	Latvia	1993

Evaluation of the international environmental programme of the Sw. Society for Nature Conservation	Sw. Min of Foreign Affairs/SIDA	Sweden	1992-1993
Implementation support for Dungarpur Integrated Wasteland Development Project	SIDA	India	1992-
Environmental assessment of boiler conversion, covering financial, economic and socio economic aspects	World Bank	Estonia Latvia Lithuania	1993-1994

WATER AND HEALTH

Assessment of institutional framework of rural water supplies in poorer areas of USA	IBRD	USA	1988
Evaluation of Plasmodium Falciparum Containment Programme	WHO/Govt India	India	1989
Institutional development and management-support for 18 district towns' water supply project	Dutch Min. Foreign Aff. (DGIS)	Bangladesh	1992

Management and operational planning support for rural water supply project	UNDP/IBRD	Nigeria	1988
Professional backstopping (org. development and socio-economics) for water use test project	SIDA	Kenya	1988-1989
Development of Master Plan for rural water supply and sanitation 1991-95	UNICEF	India	1989-1990
Assessment of UNICEF/Laos Master Plan of Operation for Rural Water Supply and Sanitation	UNICEF/SIDA	Laos	1993

FORESTRY, AGRICULTURE AND FISHERIES

Review and viability assessment of furniture component project	Swedfund	Sri Lanka	1989
Assessment of proposal to phase out external assistance for TWICO forest industry project	FINNIDA	Tanzania	1990
Planning for the training course of small scale fishery enterprises at CEFOPESCAS	Swed-Mar/SIDA	Angola	1991
Development of fisheries masterplan for industrial and semi-industrial fisheries	MATCON/DANIDA	Mozambique	1993

Feasibility study and start-up of proj on manufacturing form pressed veneer	Swedfund	Sri Lanka	1987-1989
Economic and technical project appraisal of integrated pulp and paper mill	BITS	Thailand	1990
Methods and conditions for the development of costal-artisanal fisheries	SwedMar/SIDA	Angola	1990
Feasibility study of the fishing industry in Yucatan	BITS	Mexico	1991
Feasibility study of a Chilean tuna fishery	SwedMar/BITS	Chile	1993

INDUSTRY

Baltic industrial survey covering manufacturing industry of the three Baltic Republics	Swed. Min of Foreign Aff.	Estonia, Latvia, Lithuania	1991
Technical assistance to industrial renewal project for military industry	BITS	Latvia	1992
Feasibility study of cold storage and food processing project	SwedeCorp	Poland	1993

Evaluation of a 15 year small industry support programme	SIDA	Tanzania	1990-1991
Financial and economic appraisal of proposed project to increase production of ethanol	BITS/ Min of Ind Thailand	Thailand	1991
Appraisal of and financial prospectus for private sector cable-TV project	PBAS	Poland	1992
Appraisal for reconstruction of carpet manufacturing project	Swedfund International	Costa Rica	1993

TRANSPORT, INFRASTRUCTURE, AND UTILITIES

Appraisal of new steam and electricity generating plan at large pharmaceutical complex	ABB Stal	Poland	1992
Economic and financial appraisal of Liaoning and Jiangsu rural telecommunication project	BITS	Peoples Republ China	1993
Appraisal of financial and operational performance of container terminal, Beira	SIDA	Mocambique	1993

Economic review and feasibility assessment of road tunnel project	BITS	Pakistan	1990
Preparation of transit and transportation masterplan for the Baltic states	Swedish Maritime Board	Estonia Latvia Lithuania	1992
Financial and economic appraisal of bulk cement terminal in Praia	BITS	Cape Verde	1993
Financial appraisal for reconstruction and privatisation of freight airline	FC	Zimbabwe	1994

PRIVATISATION

Cement industry privatisation, financial, technical and environmental appraisal of seven major cement producers	IFC	Poland	1991
Review of privatisation prospects for national winter resort industry	IFC	Bulgaria	1992

Feasibility study of state-owned electrical installation and manufacturing project for joint-venture, and privatisation	Afr.Project Developm Facility	Mozambique	1990
Lime industry privatisation, financial, technical and environmental audits and preparation of Information Memo	IFC	Poland	1991-92
Regional sugar industry rehabilitation and agricultural development project in Kursk region (jointly with Danagro)	EBRD	Russia	1993

INSTITUTIONAL ASSESSMENTS

Feasibility study of an NGO for support small and medium size industry	HIFAB/Swede-Corp	Guinea-Bissau	4 1992
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Socio-economic and institutional assessment of a rural regional development and poverty alleviation programme	DGIS	Bangladesh	1992
Technical support to a two year privatisation programme for privatisation of 80 small and medium sized enterprises	SwedeCorp	Mocambique	1993-