



## Per Molander

Dr Per Molander, born in 1950, is the architect behind the major budget process reform that took place in Sweden in the mid-1990's. He has worked for more than 25 years with public-sector problems, of which 9 years in ministries, 5 years as a research director, and 4 years as a self-employed consultant. His first involvement with policy reform was in a parliamentary committee on agricultural policy in 1988-90. As the main secretary of this commission, Dr Molander developed a new agricultural policy for Sweden, based on deregulation of internal markets and dismantling of export subsidies, which was accepted by the Swedish Parliament in 1990. The new policy was not implemented, however, because the Swedish government announced its intention to apply for membership to the European Union in the autumn of that year, resulting among other things in an integration of the CAP.

In the autumn of 1992, at the peak of a major financial crisis, Dr Molander published a report on the Swedish budget process that triggered a major reform effort both in the Parliament and in the central government administration. A new budget process was introduced, based on a strict top-down approach in both the ministries and the Parliament, a multi-annual expenditure ceiling, a new appropriation structure, and improved financial management in the agencies. The central components of the reform package were codified in a budget act in 1996. Partly as a result of this reform, Sweden's public finances now count among the best in the EU.

Between 1997 and 2002 Dr Molander worked as a research director at the non-profit Centre for Business and Policy Studies in Stockholm. He led international projects on the future of the welfare state (*Alternatives for Welfare Policy*, CUP 2003), fiscal federalism (*Fiscal Federalism in Unitary States*, Kluwer 2003), constitutional issues (*Does anyone govern?*, (with Allen Schick), SNS), and corporate social responsibility.

In 2002, Dr Molander co-founded Mapsec, a consultancy company active both in Sweden and overseas. Internationally, Dr Molander has worked *inter alia* for the World Bank, the OECD, and the European Commission. Recently, he became a member of the French government high-level group on globalisation. – His list of Swedish clients comprises the Swedish Parliament and Government, the Ministry for Foreign Affairs, the Chancellor of Justice, the National Social Insurance Agency, and the National Research Council. During 2005, he was the Main Secretary of the Swedish Tsunami Commission, evaluating the handling of the 2004 tsunami by the Swedish government and agencies. The report from the Commission, published in December 2005, delivered severe criticism on both organisation and management of the acute crisis.

Dr Molander's academic background is a PhD in control theory, an MSci in applied physics and a BA in mathematics, literary science, and Russian. He is also an author and has published three books on political and moral philosophy, as well as a large number of cultural articles for leading Swedish dailies.