

Report on SASNET
An Evaluation commissioned by SASNET

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Acronyms

EASAS	European Association of South Asian Studies
LU	Lund University
SA	South Asian
SASNET	Swedish South Asian Studies Network
SIDA	Swedish International Development Agency

Introduction

The Evaluation of SASNET (spring 2013 – spring 2015) was commissioned in December 2014. Dr. Neil Webster and Professor Pamela Price (the Evaluators) conducted interviews and reviewed documentation between January and March, 2015, prior to submitting the Evaluation Report.

The Evaluators wish to thank the SASNET Team for their full support during the Evaluation, the members of staff interviewed for their willingness to be interviewed and their openness in discussing SASNET. Any errors in the Evaluation Report are the sole responsibility of the Evaluators as are the views expressed.

Background to the Evaluation

SASNET was established at Lund University in 2000-2001 with funding for ten years from the Swedish Development Agency (SIDA). During this period, SASNET functioned as an institution to support: a) networking among senior and junior researchers on South Asia in Sweden; b) the development of enhanced research competence on South Asia in Sweden; c) increased contact between Swedish institutions of higher learning and those in South Asia. When the period of state funding ended, in 2011, SASNET went through a period of transition. It was still an institution that performed a valuable function for facilitating networking among Swedish South Asianists and beyond, particularly through its website and newsletters. However, the leadership oriented SASNET toward the needs and challenges of South Asia studies at Lund University and in 2013 the university agreed to fund SASNET for the period 2013-2015.

SASNET has succeeded admirably during this period in developing strategies to encourage interest in South Asia at Lund University and to support an environment of exchange and learning among both younger and older researchers. (Below we will outline these activities.) South Asia is a large and highly complex part of the world which is in many ways alien to the daily experiences of people in Sweden. The best results in research and teaching of South Asia come from augmenting disciplinary-based approaches which serve the study of Euro-American societies with cross-disciplinary methods, exchanges and collaborations. With its highly varied programs of lectures, workshops, and conferences, SASNET brings together people from many parts of Lund University and assists in Swedish and Nordic communication on South Asia. Sweden is of major importance in the field of South Asia studies in the Nordic region and, with SASNET, Lund University provides leadership in the effort to maintain a vibrant community of expertise in the region.

Developing and reproducing expertise on South Asia occurs best when there is at a university a group of people who has these as goals. Some universities in the Euro-American areas have a department of South Asian studies whose staff members teach undergraduate and graduate courses in the field and otherwise take the lead at the university in supporting guest lectures, workshops and conferences, and student travel to South Asia. Other universities establish a center of South Asian studies which may offer some courses, but which otherwise cooperates with South Asia researchers in various departments in organizing South Asia activities at a university and serving the needs of graduate students working on South Asia. SASNET is closest to the second model. It would serve the needs of maintaining Lund University as a leader in research and study on South Asia if SASNET acquired a more solid anchoring institutionally at the university. SASNET is currently supported under Lund University's specialized centers (USV), which calls for cross-disciplinary approaches to meet global and regional challenges.

Universities in the Nordic region with institutions that focus on South Asia include the University of Oslo (programme established in 2004), University of Copenhagen (2009), Uppsala University (2011), and Aarhus University (2015).

Summary of Activities, 2013-2015

Between 2013 and 2014 a shift took place in the orientation of SASNET which shows itself in the activities carried out. SASNET decided in 2014 that to give greater focus to recruiting both undergraduate and graduate students to engage in research on South Asia. The organization also decided that it was important to begin the transition to a younger leadership, and both the Director, Anna Lindberg, and the Deputy Director, Lars Eklund, began working 50 per cent. Lecturer Olle Frödin from the Sociology Department started working 40 per cent for SASNET in August 2013. Deputy Director in charge of research, his term ends at the close of the spring semester, 2015. Linda Hiltman was hired in 2014 to assist with both administration and programme development.

Seminars and Lectures, 2013-2015

SASNET began its three year period in 2013 with a special focus on developing research on South Asia at Lund University in general. There were 23 seminars and lectures, some organized in cooperation with seven other institutions, and seven lunch seminars oriented toward popularizing knowledge on South Asia. A one-day symposium, "The Wonder that is South Asia" brought to the university internationally known scholars who work on India, Pakistan, Bangladesh, Nepal, and Sri Lanka, as well as South Asian ambassadors to Sweden.

In 2014 more concerted efforts were made to reach students and young researchers working on South Asia, both at Lund University and in South Asia. Twenty seminars were organized, alone by SASNET and in cooperation with other institutions. SASA, the South Asia Student Association established in 2012, emerged as an important recruitment tool with its "Fika without Borders" meetings (eight in 2014), film showings, and travel stipends for short-term research in South Asia. In 2015 SASNET is continuing to organize seminars and lectures and to support SASA.

In 2014 Anna Lindberg and Olle Frödin gave lectures mostly in courses in the social sciences faculty, resulting in the recruitment of seven students who received some financial and/or other support from SASNET to do fieldwork in South Asia in the first part of 2015.

Conferences, 2013-2015

In 2013 a conference organized in cooperation with the Nordic Centre in India and the Institute for Economic and Social Change took place in Bangalore with ten participants from Lund University and four from Gothenburg University, along with 15 scholars from India. The topic of the conference was “Urbanization and Migration in Transnational India: Work and Family Life from a Welfare Perspective”. Also, one Lund staff member and two PhD students traveled to Amsterdam with the assistance of SASNET to participate in a doctoral workshop organized by the European Association of South Asian Studies (EASAS).

The greater focus on younger scholars in 2014 is seen in a conference organized in June in cooperation with the Nordic Centre in India and the Nordic Institute for Asian Studies which brought about 40 graduate students together at Falsterbo, Sweden. The conference title was “South Asia: Culture, Technology, and Development”. In India SASNET helped finance a conference at the University of Delhi entitled “Re-Orienting Gender: Geographies of Resistance, Agency, Violence, and Desire in Asia”. SASNET also assisted with the Nordic Sociology Conference held at Lund University by bringing to the conference a professor from the Indian Institute of Technology in New Delhi to lead a panel. SASNET’s involvement was with the aim of encouraging interest in South Asia among sociologists.

In May 2015 SASNET is holding an international conference at Lund University entitled, “South Asia in Transformation: World of Slums, Global Power Houses or Utopias? Migration, Labour, and Family changes in a Dynamic region”. Nine panels have been accepted and five keynote speakers, from India and Europe, are invited. Right before the conference SASNET is providing board and lodging for 20 doctoral students who will be participating in a workshop organized in cooperation with EASAS. A workshop on Bangladesh, organized in cooperation with the University of Copenhagen will take place in 2015.

Travel, 2013-2015

To facilitate cooperation and explore new alternatives during this period, SASNET team members visited institutions in Sweden, the Øresund region, Europe, and in South Asia (mainly India). One function of this type of networking was the continued participation of scholars from India in the Indian Council of Culture Relations Visiting Professor program, with Surinder Jodhka, 2012-2013 (JNU) and Kalyan Mandal, 2013-2014 (IIM Calcutta). Visits to the University of Copenhagen in 2014 produced plans for cooperating on the 2015 workshop on Bangladesh and an international conference in 2016 on “Modernity”. In 2014 Andreas Mattsson (who worked at SASNET at 50 per cent for about two months) traveled to Kerala and New Delhi in connection with making an application for funding for an India-Sweden Media project involving Swedish and Indian journalist departments.

Internet communication, 2013-2015

Between 2013 and 2014 the SASNET Gateway website increased coverage in the monthly newsletter from about 2800 to about 3000 recipients in Sweden, the Nordic region and beyond. The Gateway communicates with more than 300 institutions in Sweden and 50 at Lund University. The website received

between 10,000 and 15,000 hits a month, mostly from Sweden and South Asia. Lars Eklund and Linda Hiltman worked to maintain a high level of technological functioning of the Gateway.

Funding research interest on South Asia, 2014-2015

As noted above, seven students received support (4 with finance and briefings, 3 with briefings and logistical support) from SASNET for field research in South Asia, to be carried out in 2015. Toward the end of 2014 one researcher from the Department of Chemistry, Faculty of Natural Science, and one from the Department of Clinical Sciences, Faculty of Medicine, both Lund University, received a month of funding to write a South Asia-related application for funding. In 2015 SASNET is providing from one to two months of funding at Lund University for South Asian post-docs or final year doctoral students. . In March, 2015, it was announced that two applications submitted with SASNET assistance were accepted with Linnaeus-Palme funding. One is the exchange program between journalism programs at Kerala University and LU; the other is between the Faculty of Law at LU and the Tata Institute of Social Sciences (Mumbai).

Finally, on the basis of applications for short-term (1-2 months) PhD or post-doc fellowship stays at Lund University, financed by SASNET, during the academic year 2015-16, five students have now been selected. Four are from India and the fifth from Bangladesh. They will be hosted in the departments of Political Science, Geography, Gender Studies, Sociology and the Division of Environmental and Energy Systems Studies.

Assessment of specific strengths and challenges:

The following assessment and subsequent recommendations focus on SASNET in the current context of Lund University. It is undoubtedly the case that a stronger focus upon the internationalization of the University's research and educational activities would create an environment more conducive to SASNET and one that it could significantly contribute to. Some of the recommendations for SASNET would directly contribute to the development of such a strategy, to the mutual benefit of all parties in the opinion of the evaluators.

In assessing the state of SASNET and its activities, the Evaluators are also acutely aware of the transition that SASNET has been required to navigate and the quite difficult circumstances, financial and organizational, that have affected the manner of this transition. This has been acknowledged elsewhere in this evaluation, but is stated again here.

The SASNET Web-site (Internet communication)

The SASNET web-site is an asset to a wide group of users both nationally and internationally. Not only does it present a strong picture of the position of South Asia in Sweden's academic and cultural milieu, it also provides a range and level of information that are not found on any other South Asian web-site based in Europe. For maintaining a level of knowledge as to conferences, workshops, presentations, programme initiatives, and cultural events in Sweden, Scandinavia, Europe, the USA and not least South Asia, the web-site is excellent. In this, it can be said that SASNET provides very high value for a relatively small amount of money.

More specifically,

- the ability for the network to link Swedish, and not least Lund University, academics, researchers and students to past, present and future research and researchers on and in South Asia is a strength in itself. Researchers can locate potential partners in Sweden, Scandinavia and South Asia; they can identify conferences and workshops at which to present their ideas and meet potential counterparts; they can work with sub-networks focused on specific fields of research and knowledge;
- The SASNET web-site also provides a basis for Lund University academics to promote their careers, not only in line with the facilitation outlined above, but with publications based on the exposure of their work at seminars, workshops and conferences located through the web-site;
- Finally the SASNET web-site provides an important link for South Asian scholars looking to Lund University or already based at or visiting Lund University. Cultural events, the activities of the South Asian Students Association, and similar are all disseminated through the web-site.

The challenge for the web-site is to balance the interests of a national asset with the interests of Lund University. The two are not mutually exclusive, far from it, but the support and role of Lund University as host to SASNET can and should be visible to visitors to the web-site. This entails more than a mention in background information on SASNET or indirectly from the profile of activities portfolio, it should project Lund University as a centre of excellence based on the internationalization of its academic work and its work with and on South Asia specifically.

Institutional linkages (travel)

SASNET's network of institutional linkages across the countries of South Asia is extremely good. It has been built up through the travels of SASNET personnel and maintained regularly. It covers the region, different academic fields and other interests in a comprehensive manner. In so doing it feeds into the work of the web-site as well as other information work undertaken by SASNET.

The institutional linkages provide:

- Opportunities and bases for Swedish and Lund students and researchers seeking to work in their field of expertise on and in South Asia;
- Well-informed and current data on possible partners for joint research, research applications, publications, workshops and conferences;
- Important ways to institute affiliations for the purpose of visas, research stays and similar administrative requirements;
- A channel for South Asian students and academics considering opportunities for future studies, research or educational visits to Lund University.

The challenge is to combine the maintenance of such institutional linkages with activities that can promote their optimal use to the benefit of researchers and academics from Lund University and further afield in Sweden. Travel is a relatively costly affair and maximizing the effectiveness of travel in support of SASNET's strategic goals is more important than ever. In addition, the rapid changes in electronic social media should be explored to see whether certain aspects of the work to maintain and build upon SASNET's institutional

linkages might be facilitated in other ways, complementing and supporting this important aspect of SASNET.

Conferences and workshops

These are a key integral element in the work of SASNET and can be seen as core activities for the facilitation of reaching SASNET outputs. SASNET is known in Sweden, Europe and South Asia for the conferences and workshops that it has facilitated and organized. As described above, a broad range of researchers has been catered for in the different types of events organized.

The challenge is to maintain the number, range and quality of events seeking regularity and continuity where possible in order to build up 'communities of researchers' that can have multiple 'snowball' impacts across different fields ranging from medicine and engineering through to gender and development studies. This will require a strong focus on funding applications. A proven success rate in outputs from such events in the form of publications, collaborative research and similar will benefit such applications.

It should be noted that conferences and workshops can be organized across a broader set of disciplines and their faculties and departments by the present SASNET staff than is the case for teaching and coursework due to the SASNET's current academic profile and time constraints.

Teaching and coursework at Lund University

At one point, Lund University considered the possibility of SASNET and the Centre for East and South East Asia Studies being merged into one Centre for Asia Studies. While SASNET was physically located with the CESEAS, it did not merge with it and subsequently moved to its present offices in the Department of Sociology. This reflected the lack of a clear strategic plan on the part of Lund University, the different origins and natures of the two centres, and a number of other institutional and possibly even individual dynamics at play. Had such a merger occurred, teaching and coursework on South Asia would have probably increased considerably and SASNET within the larger entity would have been quite different today.

Post 2013, it is apparent that in the short time SASNET has had a degree of funding security it has not been able to contribute significantly to teaching and courses at Lund University. This will take time, but the Evaluators note that a number of lectures have been provided, mainly in the social sciences and humanities departments, and further work in this area remains a priority in the current annual work plan.

The challenges are several here:

- While SASNET is a very strong network, it is not a place of teaching and research in its own right. It is dependent on other centres and departments taking SASNET contributions into their own teaching and research activities. In the short term SASNET will need to draw upon its own staff together with other SA experts to establish a teaching presence in LU. Given the profile of the current SASNET staff, this will lean towards the social sciences and humanities more than the natural sciences;
- In the medium term, SASNET will need to begin course activities of its own, possibly trialing short courses that are accredited if possible, but might look to participants from outside the university,

for example in the private sector, civil society sector (NGOs, media, etc) or amongst private individuals;

- In the long term SASNET should consider building up its resources and capacities such that it can offer courses. To this end, some strategic decisions need to be taken as to the vision of SASNET in this field and the strategic path to be followed to reach it.

Staffing

The quality of the SASNET staff is high by academic and administrative standards. The transition towards a new generation is also well underway; it is recognized by the evaluators that the combination of institutional transformation and staffing rejuvenation presents a major challenge to any organization and to a small organization such as SASNET in which staff strongly identify with their work and achievements.

At the same time, the evaluators recognize that two younger staff members have been recruited in the past 18 months, though one is shortly to leave. A young journalist is also involved in SASNET now, bringing a new generation to the communications side. This has partly been enabled by the older two staff members going down to part-time (50%) staffing. This strategy reflects the tight financial resource envelope that SASNET has to work with.

The challenges involved here are several:

- Part-time employment is difficult for the employee as it is difficult to match tasks with time. The workload tends to be output based while the employment is input based. The boundary between completing a task and adhering to the hours of employment can lead to stress for the employee and possible conflicts with co-workers;
- Part time employment in certain positions can also affect the capacity of the organization to function in relation to other actors. If the employment is organized across months rather than days in a week, prolonged periods of absence can result. In a small organization, this can affect the ability to maintain strong relations with other actors based upon predictability and regularity;
- Combining a research career with administrative employment in parallel, for example through two part-time positions, can also raise challenges in time allocation, particularly if research involves periods of field work or similar.

Management and administration

Once again the Evaluators must state that they fully appreciate the difficult period that SASNET has passed through and the ongoing processes of transition still under way as outlined above. The high level at which SASNET has continued to work and perform is a statement of the professionalism and hard work of the staff. At the same time, the past 2 years provide a rich source of experience and from the perspective of today a number of challenges can be more clearly identified and thereby addressed.

The challenges are not so significant in the broader context where finance and institutional role figure large. Nevertheless they are important to note. At the heart of the management's work should be the development, implementation and evaluation of an Annual Plan with accompanying budget. This is central to establish priorities, allocate resources, to monitor progress and to evaluate performance

- Institutional memory is critical and tends to rest with individuals more than in a structured set of documentation at the present point in time;

- The link between plans, planning and budgeting not clear. The meeting notes do not demonstrate a clear programming cycle on this;
 - In the autumn of 2014 there was a move to make the allocations to travel on a more planned and structured basis. The stated intention now is that each travel is linked to SASNET's strategic plan, possesses a clear goal supporting SASNET's mandate, and has clear outputs, an agreed budget and a back to office report and evaluation. This is a significant improvement on earlier practices and is to be commended. It is important that it be followed closely in 2016 and thereafter. It is also important that the annual 'portfolio of travels' collectively address SASNET's strategic objectives in a prioritized manner. To this end they should be found in its Annual Work Plan, planned and budgeted on an annual basis, and with a reserve fund to meet needs that emerge during the year.

Finances

The current state of SASNET's finances is as follows:

Source (2013-15)	Amount in SEK
The Vice-Chancellor's fund	900.000
The USV	100.000
The Faculties	1.800.000
Total	2.700.000

The challenges are immediate and serious due to the fact that:

- SASNET is in the final year of its current three-year funding period;
- The V-C fund will not exist from 2016 and this places greater emphasis on the Faculty funding and this can be seen to reflect a more 'traditional' set of academic disciplines. Next to this are a number of 'Centres' located in specific faculties and receiving funding from the Faculties funds. These are more strongly placed in some ways than SASNET as the latter remains primarily a network. So while SASNET is relatively low cost and high value, it could well possess a lower resilience to possible cuts;
- From interviews undertaken by the Evaluators, it would appear that there is a fairly high degree of 'goodwill' shown towards SASNET and towards the broader idea of a focus on South Asia at Lund University. In disciplinary areas such as medicine, engineering, and social sciences the networking, 'match-making' and 'door-opening' provided by SASNET is very much appreciated. Such support must be mobilized in support of SASNET's new funding request for 2016 and beyond. Quantitative data on key activities during the current period of funding (2013-15) such as funds mobilized, students supported, conferences and workshops held, external use of the web-site, need to be introduced into this process of fund negotiation.

Recommendations:

The following recommendations are suggestions that aim to support three inter-related key developments:

1. A stronger institutional anchoring of SASNET within Lund University while maintaining the national and international work that SASNET has become recognised for;
2. A focusing of the work of SASNET around a set of short to medium term objectives as a means to facilitate and complete the ongoing transition of SASNET;
3. A strengthening of the management and organisation of SASNET so that it can best meet the requirements of the other two objectives.

SASNET web-site

SASNET's website should continue as a core SASNET activity, seeing itself as a national resource, but also as a part of LUND University's internationalisation. To this end the Evaluators would suggest:

- Lund University's logo should be visible on SASNET pages;
- There should be a specific Lund University page, presenting the university to an international audience, as a part of the web-site;
- Links to other web-sites presenting Lund University's research and teaching should be considered.

Conferences and workshops

SASNET needs to build on its achievements to date with a strong strategic approach to conferences and workshops that:

- Seeks and secures external funding where ever possible;
- That goes for high publicity and delivers strong results in the area of reports, publications, and joint research projects, programmes and specialized networks;
- That each conference and seminar has a clear set of 'follow-on' actions to provide these additional results;
- Each activity should be able to demonstrate its 'value addition' to Lund University in some way.

Teaching and courses

The Evaluators would propose a three phase strategy to SASNET's work in this area:

1. Continue with the current provision to departments, centres and others at Lund University, seeking to strengthen the level of contribution by sending circulars on existing staff capacities as well as those of any visitors. A small circular listing topics, titles, etc. could be useful. The presentation of power-points used and relevant documentation and information on the Lund University page of the web-site would help to promote this work;
2. Identify 2-3 short courses that SASNET might run during the year. These could be of short duration and could also look for participants from outside of Lund University. These could be academics, NGO personnel, private sector and interested members of the general public;
3. If SASNET's vision is to be a special centre with its own courses at undergraduate and/or post graduate level, then discussions need to begin now with potential departments to identify the necessary links. A Master's level course might be the best starting point with 2016-17 as the first year in which it would be offered.

Travel and institutional linkages

To date institutional linkages have been an important reason for SASNET staff travelling, though less so in recent years. While maintaining the links to South Asian academic and research institutions is important, it would be useful for SASNET to explore alternative ways to maintain the institutional linkages and to consider how travels might link institutional linkage work to activities furthering other SASNET objectives.

To these ends, the evaluators would suggest:

- Continuing to place a greater focus on collaborative events such as workshops and conferences that bring institutes together as opposed to institutional travels;
- Stronger output based planning for maintaining such linkages, with clear indicators for monitoring and assessing the results achieved as well as those not achieved and why. 'Back to Office' reports could be a useful step, going beyond the present descriptive reporting on the web-site;
- The possible use of other social media to maintain inter-staff and inter-institutional links;

Staffing

SASNET is a small organisation going through a difficult transition with limited financial resources. It has sought to maximise the effectiveness of the staffing by a division of labour, the use of part-time positions, and the recruitment of staff with a broad set of administrative and academic skills and, where possible research experience in and on South Asia. The Evaluators would not suggest any major changes, but a gradual process guided by a clear strategy for moving towards its vision. The recommendations are:

- SASNET should seek to have one full-time member of staff who would be primarily responsible for administrative work and for a contribution to teaching and courses at Lund University. This person would be a focal contact point for the year and for the planned activities;
- Other positions, including the Director's position and the Web-master's position, can remain at a minimum of 50% as these roles can be combined with research and other work if a full-time staff member is in or close to the office at all times;
- A profile of SASNET's staffing needs should be developed to fit the activities planned for 2016-18, if this is the new cycle. Existing staff should then be encouraged to fill these identified roles, new staff recruited to fill the remaining gaps as finances permit.

Management

With more stable and predictable financing it will be important to establish a clear structure of planning-to-reporting activities designed to meet the annual finance cycle. This would be based on a vision and mandate that SASNET would revisit and restate with Lund University. Thereafter:

- An Annual Work Plan based upon SASNET's mandate, vision and strategic objectives and matched to the available financial resource envelope;
- There should be clear indicators to establish progress towards the planned outputs. These can be few in number, but act as direct or proxy indicators for the majority of SASNET's activities for its core planned outputs;
- There should be quarterly or trimesterly reports based upon the monitoring of progress on the core set of indicators;
- The final quarter or trimester being replaced with the Annual Report.
- The Plan and budget should be presented to the Board at the end of the penultimate quarter/trimester of the preceding year;

- The Annual Report should be presented by the end of the first quarter/trimester of the following year.

It is acknowledged that other cycles are involved, not least those around funding applications for conferences, seminars, staff visits, as well as research projects and programmes. These would need to be incorporated into the annual plan accordingly.

Other adjustments proposed by the Evaluators are:

- Adopting the practice of an agenda for staff meetings and a decision minute, the former made available prior to the staff meeting and the latter immediately after the meeting. The agenda should include a section on follow-up on actions agreed at the previous meeting. The minute should not only present what has been decided, but as to who is responsible for taking the agreed action(s) forward;
- An agreed allocation of duties and specification of who is the acting officer when a particular officer is not in the office due to travel or research;
- A clear point of contact for SASNET for every workday clearly indicated on the web-site and on the notice board outside the office;
- Open access (all in SASNET) outlook work calendars with a contact telephone shown if not available in the office;
- Travels should be coordinated to ensure adequate office support throughout the year.

Finance

The Evaluators are not in a position to make recommendations on financing apart for stating their belief that SASNET continues to offer value for money and has a potential to offer additional value should finances become more predictable at the present level over a minimum of three years, and more so should the level of funding from Lund University be raised.

Reporting on activities, use of indicators to measure progress and, not least, emphasizing the ways that Lund University funding is used to leverage additional funding from other sources should be a high priority in future. Financial reporting and performance monitoring should be key elements in the annual management cycle of the organization.

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Appendices:

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External Evaluation of SASNET, Spring 2015

Terms of Reference

Professors Neil Webster (United Nations Capital Development Fund, UNCDF) and Pamela Price (Oslo University), two specialists from outside the university, have been appointed to carry out an external evaluation of SASNET during the spring of 2015.

Their task will be as follows:

1. Evaluate SASNET's activities and operation from 2013 to the spring of 2015 with regard to a) relevant parts of the strategic plan of Lund University, and b) SASNET's directives, issued by the vice-chancellor, for that period.
2. Evaluate SASNET's preliminary strategic plan for the period beyond 2015 in relation to relevant parts of the new strategic plan of Lund University.
3. Suggest improvements in SASNET's strategic plan and recommend updated directives for SASNET.
4. Present their findings in a report of approximately 10–15 pages.

The two evaluators will have great freedom in choosing how to carry out their work. SASNET will provide them with its annual reports and any other documents they might need. The proposed time for carrying out the work is one week. SASNET will facilitate this in order to confer with individuals at Lund University. SASNET will pay for traveling expenses, board and lodging, and an honorarium of SEK 20.000 x 2.

Anna Lindberg, Director
28 October 2014

Documents reviewed

Föreskrifter för Swedish South Asian Studies Network (SASNET) (13 December 2012)

Minutes SASNET board meetings (from 2012)

SASA (South Asian Student Association at LU) (webpage)

SASNET Annual Work Reports (2012-2014)

SASNET Budgetunderlag 2016 (03.03.2015)

SASNET: Concise Operational Plan for 2015

SASNET Newsletters (no. 131 and forward)

SASNET Strategic Plan 2015-2018 (revised on Nov. 24, 2014)

SASNET Weekly staff meetings (minutes from 2014)

Strategic plan for research at Lund University's specialised centres

Strategic plan for Lund University 2012-2016

SASNET web-site has also been extensively consulted

Persons interviewed

Name	Position
Ann-Katrin Backlund	Dean of Faculty of Social Sciences, Lund University
Lars Eklund	Deputy Director, Research Communication, SASNET
Olle Frodin	Deputy Director, SASNET
Linda Hiltman	Coordinator, SASNET
Rajni Hatti-Kaul	Professor, Department of Biotechnology, Lund University
Katarina Kinnvall	Professor, Department of Political Science, Lund University
Anna Lindberg*	Director, SASNET
Lennart Olsson	Director, Lund University Centre for Sustainability Studies
Sven Stromqvist	Professor, Department of Linguistics, former Vice-Chancellor, Lund University
Frederik Tufvesson*	Professor, Department of Electrical and Information Technology, Lund University

*SASNET Board members