

Curriculum Vitae

Name : Urs Hagnauer
Profession : MBA Management and Human Resources
Date of Birth : 20. March 1955
Nationality : Swiss
Marital status : Married
Member of Professional Societies : Member of Fundacion Hagnauer, Cañas, Costa Rica
ResEau Network, SDC, Switzerland

KEY COMPETENCIES

My professional background is in project management and Human Resource development. I have 40 years of professional experience, of which I worked during the past 37 years in several programs and projects funded by the Swiss Agency for Development and Cooperation, as well as other funding agencies and mainly implemented by Swiss INGOs and private sector companies.

I have been holding direct line and advisory positions in projects and programs related to support of small scale enterprises, technical vocational education and in the Water, Sanitation and Health sector. Lately I worked more in positions associated to human resource development and capacity building of local partner institutions in the theme of adaptation and mitigation of climate change. The positions I hold in the past are ranging from a project collaborator to project leader, leading large multi disciplinary teams. I gained professional, as well as cultural experience while working in remote areas of Bhutan, Kyrgyzstan, Lesotho, Nepal, Costa Rica, Honduras, Nicaragua, Pakistan and Paraguay.

My strengths are in management and program coordination/implementation skills, in human resource development, capacity building, institutional development and project management including planning, organizing, monitoring and evaluation in technology dissemination for mitigation of climate change, as well as programs in the Water, Sanitation and Health sector. Besides my professional capacity, which I demonstrated in the past, my ability to interact and establish a rapport with local stakeholders, at all levels, are valuable skills and attributes for working in the development aid sector and related programs. My professional career has provided me the opportunity to learn from and adapt to complex contexts, in difficult and fragile contexts.

EDUCATION

2000 – 2002 : MBA in Management and Human Resources, Rushmore University, USA, 2002
1972 – 1976 : Agromechanic, Technical College Winterthur and Bucher-Guyer AG
Niederweningen, Switzerland, 1976

LANGUAGES:

	Speaking	Reading	Writing
German	excellent	Excellent	excellent
English	excellent	Excellent	excellent
Spanish	excellent	Excellent	excellent

Working experiences in:

Bhutan, Costa Rica, Kyrgyzstan, Lesotho, Honduras, Nepal, Nicaragua, Pakistan, Paraguay, Switzerland

EMPLOYMENT RECORD AND PROFESSIONAL EXPERIENCE

SKAT, St Gallen, Switzerland	
Adviser the Technical Unit of the Rain Water Harvesting Program, Swiss Agency for Development and Cooperation, (20% workload)	2015 - 2016
<p>Advise and support the manager of the Technical Project Unit and its team on the overall project cycle management on issues related to the quality of design, construction and operation of runoff rain water harvesting technologies.</p> <p>Review of already elaborated tools for communication, capacity building of technicians and information to general public.</p> <p>Support the district technical teams on site selection for larger, over 5000m³, reservoirs.</p> <p>Participate during bi-annual monitoring and follow-up missions as a representative of SDC, provide input of the phase evaluation, planning of activities for an exit strategy.</p> <p>This program is being implemented by the Government of Nepal with the participation of "Centro Agronómico Tropical de Investigación y Enseñanza" (CATIE).</p>	
Regional Director of Operations, Water and Sanitation Program, Swiss Agency for Development and Cooperation, Central America (80% workload)	2012 - 2016
<p>Support in technical and managerial aspects the project managers of the AGUASAN Programmes (Honduras, Nicaragua and Regional) and the Small Towns and Blue School Program in their tasks of managing the national and regional WASH projects, funded and implemented by the Swiss Agency for Development and Cooperation (SDC) in Central America.</p> <p>Negotiate with government counterparts in Honduras and Nicaragua the modalities of the program implementation and its respective targets. At regional level, discuss and agree on cooperation modalities to support activities implemented by the Water and Sanitation Forum of Central America, under the Central American Integration System.</p> <p>Review and approval of procurement of goods and services, negotiation of contributions from SDC to local partners. Financial and progress monitoring of the WASH activities in the Central American region.</p> <p>Elaboration of ToR and tender documents for design and construction of water and sanitation schemes in small towns. Contract negotiation with private sector for the construction of water purification plants and residual water treatment plants.</p> <p>Cooperation with and assuring application of synergies for a scaling-up of SDCs WASH investment in Central America, between and among the respective WASH programmes and other activities funded by SDC in the region, such as coordination with WSP (World Bank), AquaFund (IDB), both in Nicaragua and Honduras. Participation and representing SDCs' interest in the WASH donors' coordination meetings in Honduras and Nicaragua. Negotiation of contracts with implementing partners of the WASH activities, WSP, national and regional sector stakeholders.</p> <p>Preparation of programme communication materials (C4D). Review and approval of progress and financial reports, elaboration of end of program reports.</p> <p>Leading of multidisciplinary teams at country level and assuring that the project implementation achieves the results and impacts described and agreed in the respective project documents.</p>	
Technology Transfer Specialist in Cleaner Production (20% workload) VSBK – SCP EU Program / Nepal	2012 - 2015

<p>Provide technical and management coaching to the “<i>Vertical Shaft Brick Kiln and other Sustainable Construction Practice Project</i>”, funded by the European Commission and implemented in a consortium consisting of DMAN, Germany and FNCSI Nepal.</p> <p>Provision of guiding advises and securing the professional technology know-how transfer for the promote cleaner construction technologies.</p> <p>Acquisition of contracts and international networking for Skat Switzerland in the cleaner building material production technology sector.</p> <p>Backstopping and coaching of the implementation “<i>South Africa VSBK Project</i>” on behalf of Skat Switzerland.</p> <p>Linking with national and international partners within the building material and construction sector in Asia and Latin America</p> <p>Proactively sharing of know-how and experiences from the abovementioned sectors.</p>	
<p>Project Manager, VSBK Programme / Nepal</p>	<p>2005 – 2011</p>
<p>Responsible for the implementation of the VSBK Programme in Nepal, including elaboration of time tables, budgeting, resource allocation and monitoring of progress, in line with the Project Document.</p> <p>Management and supervision of the VSBK team of engineers and sociologists. Coordinate required inputs from external professionals and approve their submitted reports.</p> <p>Responsible for the Programme administration with the support of the administrator. Timely elaboration of periodic financial and progress reports, in accordance to the requirement of the client.</p> <p>Cooperation at local level with the client and partner institutions from the Government of Nepal.</p> <p>In collaboration with the Chairperson, call Steering Committee meetings and minute the outcome.</p> <p>Plan the technical implementation of the program, including time schedule, resources and monitoring of the progress during the construction of VSBK kilns and its related R&D activities. Support related government institutions in data collection and analysis as a basis for the development of sector specific standards. Monitor and advise on the implementation of social activities at the supported kilns with a focus on Corporate Social Responsibility (CSR) of the different stakeholders.</p> <p>Dissemination of lessons learned and know-how exchange at national and international events. Initiating the Project Identification Note (PIN) and the Project Design Document (PDD) as part of the assessment of the VSBK technology of a Clean Development Mechanism (CDM) project.</p> <p>Networking with likeminded programs and projects as well as with donor organizations.</p> <p>Technical and managerial support to sister programs in Afghanistan, Pakistan and South Africa.</p> <p>Country representative of Skat Switzerland; liaison with potential collaborating partners and drafting of proposals to be submitted to potential clients/donors.</p> <p>Negotiation of terms of references and contracts with local government organizations.</p> <p>Networking with potential local partners.</p> <p>Development and submission of tender documents for rural infrastructure and cleaner building material production technology transfer projects, securing two long-term projects funded by ADB and European Union respectively</p>	
<p>HELVETAS, Zürich, Switzerland</p>	
<p>Institutional Development Advisor, Rural Development Programme, Kathmandu NEPAL, a DFID funded program.</p>	<p>2001 - 2005</p>
<p>Assist the program management in establishing the programs infrastructure and internal management procedures at its head office and the six district sub-offices.</p> <p>Development of improved organizational procedures for partner organizations at local (District) level to enable them to deliver more efficient and effective services to the local communities.</p> <p>Together with partners, assess the capacity and human resource development requirements of public and private sector organizations linked to the achievement of the programs overall objective.</p> <p>Prepare and conduct human resource development activities to capacitate the staff of partner organizations in the field of Rural Accessibility Planning and implementation of activities to provided access to services demanded by the communities in six districts of the country.</p> <p>Assist the Policy Specialist in assessing the capacity and human resource development needs of the Ministry of Local Development to improve its planning and monitoring activities of projects and programs implemented through the Ministry of Local Development.</p> <p>Support the stakeholders of the program in their effort of improving the overall communication at vertical and horizontal levels.</p>	

Training Manager/Advisor Department of Rural Water Supply, Maseru LESOTHO	1999 - 2001
Develop necessary training materials and curricula based on identified needs from the different units within the Department of Rural Water Supply, as well as organize and conduct in-house training for the staff of the Department in technical and managerial skills required for the implementation of the newly developed production strategy. In particular, conduct Situational Leadership training for all staff and mentor the teams during the application of learned skills. Co-ordinate Human Resources and Capacity Building program of the Department with the personnel section, in accordance to the Human Resource Development strategy of the Department and assist the Senior Management in the organizational Re-engineering of DRWS Head Office.	
Technical Advisor Helvetas Program Office in Kyrgyzstan	1997 - 1999
Co-ordination between the Ministry of Agriculture and Water Resources and Helvetas Kyrgyzstan. Representing Helvetas own approach in Agricultural Extension, liaison with other donor organizations active in the agricultural sector to secure synergy effects and better use of available resources. Up to December 1998, Project leader for the Helvetas financed Agricultural Extension project in the mountainous Naryn South region and from January to April 1999, Project leader of the Kyrgyz – Swiss Agricultural Project. Supervising and training of staff employed in this project. Agricultural mechanization consultant to the SDC financed and Helvetas executed Agricultural Support Service Project in the remote Kochkor/Jungal Rayon, main focus was to support farmers with the establishment of mechanization groups and associations. This task was linked to institution building, administration and management of agricultural machinery. Technical adviser at the Helvetas Program office and support of other projects in technical and management aspects, in particular to the “ <i>Women Promotion Program</i> ”. Acquisition of new projects in the field of rural infrastructure from bilateral and multilateral donors. Preparing and supervising initial studies for an eventual investment by Helvetas in the Rural Water Supply and Sanitation Sector in Kyrgyzstan.	
Technical Advisor Helvetas Program office in Nepal	1995 - 1996
Assessment of opportunities to launch a new program in the field of micro enterprise promotion with rural - urban linkages in the non-formal economical sector in the Mid- and Far Western region of Nepal. Submission of possible intervention activities on an Action Research base for further probing into activities in this sector. Support the management of SKILL/Nepal during the elaboration of the second project phase. Advised the management of the program in improvements on the overall management of the NGO, as well as in marketing aspects of the services delivered by the organization.	
Technical Advisor / project leader Balaju Technical Training Centre, Kathmandu NEPAL	1991 - 1995
Co-operation by the revision of the curricula for Machine Tool Setter Operator, planning, organizing and supervision of short courses in the mechanical field. Advice department heads, instructors and staff of the Training Centre on curricula revisions. Prepare, supervise and utilize the budget for the project and participate in the planning process of the next phase. Analyze and make recommendations to the partners in the overall management of the training centre. Prepare in collaboration the management the half-yearly and yearly project reports. Elaboration of the Inventory Control System and Store guidelines. Planning, organizing and execution of the handing / taking over plan for all the soft ware and hardware. Assist in an Internal Evaluation of Balaju Technical Training Centre. Continue the handing - over in close co-operation with the project staff and the CTEVT partners.	
Manager cum Adviser Vehicle Workshop Bumthang, BHUTAN	1988 - 1991
Set-up the required management procedures so as to privatize the enterprise by the end of the phase. Elaborated cost calculations for the various repair works done at the enterprise in Bumthang and preceded with setting up of an appropriate accounting system. An integral part of the duties was the training of the future entrepreneur in matters of administration of a	

small enterprise. On the job training of the staff in technical matters. Handing over of the undertaking to the private entrepreneur.	
INTERCOOPERATION, Bern, Switzerland	
Technical Training and Enterprise Promotion Specialist Agricultural Light Engineering Program Mardan, NWFP, PAKISTAN.	1984 - 1988
<p>During the set-up phase of the project; selection, procurement and layout of machinery and equipment for the central workshop and supervise its installation. Conduct a thorough survey of the existing small scale workshops in the project area. E.g.: study their methods of production, establish truthful relationship and study their proposals concerning project activities.</p> <p>Analyze and supervise the design and construction of agricultural implements produced by private workshops, test their quality and performance, and determine deficiencies of design and quality of the products.</p> <p>Design and implement a program of informal training and technical assistance for the workshop personnel, so as to improve the products quality. Preparation of appropriate training manuals, teaching aids and organized training courses at the centre for specific groups of skilled and semi-skilled workers.</p> <p>Organizing of the Industrial Extension Department of the project and supervised the corresponding staff. Managing of the Extension Department along with the procurement of raw material and its related quality control.</p>	
Estancia San Pedro, Chaco, PARAGUAY	
Administrator	1983
<p>Layout and construction of water troughs and basins. Surveying and supervise the construction of fencing for feeding rotation and implementing a rotation system for pasturing animals.</p> <p>Elaboration and implementing a numbering system for the farms livestock.</p> <p>Organizing and management of the farms accounts and marketing and sale of cattle.</p> <p>During this time, I was responsible for 12 employees and several contractors under my supervision.</p>	
HELVETAS, Zürich, Switzerland	
Technical Adviser Agro mechanic School Caacupé, PARAGUAY	1979 - 1983
<p>Technical administrator of the prototype building and training workshop on engine and agricultural implements. Training of instructors in field and shop on mechanics/maintenance of internal combustion engines, as well as agricultural implements and heavy-duty construction equipment. Responsible for purchasing of equipment, materials etc. according to budgets.</p> <p>Improvement of training manuals and handouts in respect to methodology and didactic for agricultural equipment.</p> <p>Supported the local team of staff in organizing and supervising the training program as a whole.</p>	
Hacienda La Pacifica S.A., Cañas, Costa Rica	
Manager Hotel and Restaurant la Pacifica, Cañas Gte. COSTA RICA	1977 - 1979
<p>Manage and supervise the day to day activities of the 40 bed Hotel, negotiate with local travel agencies package tours for foreign tourist groups. Organizing, for the operation of the restaurant, the daily supplies and human resource management (25 permanent employees of the enterprise).</p> <p>Elaboration of yearly budgets and sales forecasting and reported periodically to the General Manager of the company.</p>	
Agricultural machinery mechanic Hacienda La Pacifica Cañas Gte. COSTA RICA	1976 - 1977
<p>As the chief mechanic of the farm I was responsible for the routine maintenance of the entire machinery park of the farm. Providing services to clients from neighbouring farms and tourists facing technical problems with their vehicles.</p>	

REPORTS, PUBLICATIONS, CONFERENCE PAPERS: (Selected Publications)

"Knowledge Management" The Organization, Vol. 5 Issue 2, Kathmandu Nepal, 2002

Professional Training Courses attended

- Course on *"Irrigation"*, International Irrigation Centre, December 9th to 17th 1982, Utah State University Logan USA.
- Course in *"Basics of Methods and Didactic for Trainers"*, 1 week June 1986, Schweizerische Fachschule für Betriebstechnik, Zürich Switzerland.
- Attended a one month course *"Training for Enterprise"* at the Enterprise Development Centre, School of Management, Cranfield Institute of Technology UK, September 1987.
- Attended a two-week course for *"Project Leaders" in Switzerland*, organized by Intercooperation, Swiss Organization for Development and Co-operation, in July 1988.
- Attended a one-week course on *"Moderation"*, organized by the Swiss Centre for Agricultural Extension, April 1996.
- Attended a four days course for *"Training of Trainers on Situational Leadership®"* in Johannesburg, organized by P+E Consultants, August 1999.