

## Curriculum Vitae

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<b>Proposed Position</b>	: <b>Senior Advisor/Consultant</b>
<b>Name of Firm</b>	: Skat, St. Gallen, Switzerland
<b>Name of Staff</b>	: <b>Juerg J. Christen</b>
<b>Profession</b>	: Civil and Environmental Engineer
<b>Date of Birth</b>	: 25 January, 1955
<b>Years with Firm</b>	: 27 years as employee of Skat
<b>Nationality</b>	: Swiss
<b>Member of Professional Societies</b>	: Member of International Solid Waste Association (ISWA) Member of International Forum for Rural Transport Development (IFRTD) Founding Member of the Collaborative Working Group in Solid Waste Management in Low and Middle Income Countries (CWG)

### KEY COMPETENCIES

Juerg Christen's professional background is in civil and environmental engineering with more than 40 years of working experience in the Swiss private sector and in programmes of the Swiss Agency for Development and Co-operation, Swiss NGOs and international development agencies. He has been engaged as project manager and programme director, advisor and consultant in municipal governance and development programmes, in transport and mobility, water supply, sanitation, urban and rural health infrastructure services, environmental management, municipal and hazardous waste management and small enterprise involvement in shelter, reconstruction and energy efficiency projects in Albania, Bangladesh, Bhutan, Bosnia & Herzegovina, Brazil, Burundi, Cabo Verde, Congo, Ethiopia, Guatemala, Lesotho, Cameroon, Egypt, India, Kenya, Nepal, Philippines, Rwanda, Tanzania, Uganda, Moldova, Ukraine, Uzbekistan and Tajikistan.

His strengths are in the area of project appraisal and development, project management, strategic planning, institutional development, and capacity building, stakeholder participation, community mobilisation, decentralisation as well as impact monitoring and evaluation.

He has participated in the organisation and facilitation/moderation of a number of international workshops, conferences and study tours and has been prominently involved in building up the global Collaborative Working Group in Solid Waste Management in low- and middle- income countries.

He was the Managing Director (CEO) of Skat Consulting Ltd. between 2003 and 2020.

### EDUCATION:

- 1994 - 1996** : Post-Graduate Course (Diploma) in Ecology and Environmental Management  
Fachhochschule Vaduz (LIS) & Chur (NDS LIS) Liechtenstein & Switzerland
- 1975 - 1978** : B.Sc. in Civil Engineering (HTL/FHS), Lucerne, Switzerland

### LANGUAGES:

	<b>Speaking</b>	<b>Reading</b>	<b>Writing</b>
German	Mother tongue		
English	Excellent	Excellent	Excellent
French	Working knowledge	Working knowledge	Working knowledge
Nepalese	Working knowledge	n/a	n/a

## EMPLOYMENT RECORD AND PROFESSIONAL EXPERIENCE

### Skat Consulting Ltd., St Gallen, Switzerland

Managing Director (CEO) of Skat Consulting Ltd, 2003 – 2020

Building and developing Skat Consulting into a leading consultancy and project implementing agency in development cooperation. Successfully managing a team of 25 experts in Switzerland and more than 40 staff abroad.

Senior Infrastructure Management and Governance Specialist 1993 - 2020

Consultant working in rural and urban sustainable development overseas. Activities cover technical & management support (backstopping) throughout the project cycle, including assessments and appraisals of both development co-operation and humanitarian assistance programmes. Areas of focus: rural & urban water supply and environmental sanitation systems including solid waste management; technology transfer, small enterprise development and community development/mobilisation, decentralisation, capacity building and institutional reform and development.

Project Director/Team Leader and Decentralisation, Water and Environmental Sanitation Specialist (Ukraine) 2007-2020

Implementation of the SDC funded project "Support to Decentralisation in Ukraine" DESPRO. Development and management of the project with the aim to develop a replicable model of decentralised services provision in water supply and integrated solid waste management in two pilot Oblasts and the Autonomous Republic of Crimea (Skat, SDC).

Decentralisation Specialist (Ukraine /Switzerland) 2016

Conceptually design, organize and moderate a four-day Study Visit of a delegation of parliamentarians and senior government representatives from Ukraine with a thematical focus on the Swiss experiences of territorial amalgamation, inter-municipal cooperation, direct democracy and citizen participation. (Skat, SDC)

Reconstruction Specialist (Nepal) 2015

Initial damage assessment following the April 2015 earthquake in Nepal and assist Caritas Switzerland to development of a School Rehabilitation Programme including locally appropriate solutions and a preliminary implementation plan. The programme is implemented by Caritas in partnership with Helvetas Swiss Intercooperation. (Skat, Caritas Switzerland)

Water and Sanitation Specialist (Nepal) 2012

Evaluation of the SDC financed Water and Sanitation Projects implemented by the Swiss Water & Sanitation NGO Consortium within the framework of the 0.5% message approved by the Swiss Parliament in February 2011. The programme aims at improving the living conditions of populations in rural areas in countries lagging far behind the MDG target for water and sanitation. (Skat, SDC)

Project Director/Team Leader and Environmental Management Specialist (Rwanda/Burundi/DRC) 2012-2019

Implementation of the SDC funded project "Promotion off-farm Employment and Income in the Great Lakes Region Through Climate Responsive Construction Material Production". (Skat, SDC)

Water and Environmental Sanitation Specialist (Uzbekistan/Tajikistan) 2012

Evaluation of the SDC financed Regional Rural Water and Sanitation Programme. Development of proposals for future Swiss engagement in the projects and scenarios and approaches for scaling up of the experiences in other regions of the two countries (Skat, SDC).

- Environmental Sanitation Specialist (Bosnia and Herzegovina) 2012-2013  
 Support to the SDC financed Governance Project in Municipal Water and Environmental Development (Gov-Wade) in the development of an Integrated Solid Waste Management Strategy including the necessary capacity building measures in the Una Sana Canton of BiH (Skat ,Gov-Wade/SDC).
- Team Leader/Environmental Sanitation Specialist (Bhutan) 2012-2013  
 Initiation and implementation of a 12 months, stepwise planning process with the aim of developing a national strategy for Integrated Solid Waste Management (ISWM), to strengthen and improve the current draft waste regulation and fill possible gaps, as well as, suggest capacity building measures to implement ISWM (Skat, Helvetas Swiss Intercooperation).
- Transport Specialist (Ethiopia) 2011  
 Phase Planning and formulation of the Helvetas Swiss Intercooperation supported Trail Bridge Capacity Building Programme which aims at integrating the trail bridge technology and processes into national and local policies and strategies through institutional strengthening and capacity building at all levels. (Skat ,HIS)
- Community Development and Environmental Management Specialist (Ukraine) 2005-2012  
 Review and appraisal of the Municipal Governance and Sustainable Development Programme. Development of Project proposals for future Swiss engagement in the programme, biennial programme coaching and backstopping missions (Skat, UNDP/SDC).
- Project Director/Rural Infrastructure Development Specialist (Nepal) 2009-2012  
 Implementation of the ADB/DFID/OFID/SDC financed "Rural Reconstruction and Rehabilitation Sector Development Programme". Management and conceptual follow up of the programme that aims at improving the connectivity, enhanced economic and employment opportunities, increased access to markets and social services of rural communities in 20 core districts of the country (Skat in association with ERMC-MULTI).
- Water and Environmental Sanitation/Business Development Specialist (Bosnia & Herzegovina) 2010  
 Support to the SDC assisted GOV-WADE Project in the development of a Businessplan towards privatization of services provision. (Skat, SDC).
- Water and Sanitation/Governance/Institutional Development Specialist (Moldova) 2008-2011  
 Formulation of the SDC funded WatSan Project that aims at scaling up well tested models of community based service provision in water and environmental sanitation in Moldova. Provision of backstopping in the fields of institutional development and decentralisation (Skat, SDC).
- Economic Development/Employment Generation (Bangladesh) 2008  
 Poverty analysis and formulation of the planned UNDP project "Poverty Reduction Through Employment Generation" in the north western region of Bangladesh (Skat, UNDP).
- Environmental Management and Community Development Specialist (India) 2007  
 Assessment of the Swiss Solidarity sponsored tsunami reconstruction projects in South India. Formulation of a development project in the field of water supply and environmental sanitation including solid waste management (Skat, Swiss Red Cross).
- Decentralisation Specialist/Workshop Moderator (Ukraine) 2006  
 Moderation of the workshop "decentralisation: how to achieve a win-win situation at all levels" with national stakeholders and international donor representatives in Ukraine (Skat, SDC).

Community Development Specialist/Workshop Moderator (Ukraine/Crimea) 2005

Organisation and moderation of the 3 day workshop "community approaches and social mobilisation" in SDC, UNDP, DFID and different NGO projects and programmes in Ukraine and the Crimea. (Skat, SDC and UNDP)

Community Development and Infrastructure Specialist (Ukraine/Chernobyl) 2005

Review of the SDC/HA sponsored UNDP Chernobyl Recovery and Development Programme. Assessment of community based approaches and quality control of infrastructures such as water supply and health facilities (Skat, UNDP/SDC).

Environmental Management and Community Development Specialist (Ukraine) 2005-2012

Review and appraisal of the Municipal Governance and Sustainable Development Programme. Development of a Project proposal for a future Swiss engagement in the programme, carry out two backstopping missions in 2005 and 2006 (Skat, UNDP/SDC).

Transport/Mobility Specialist (global) 2003 - 2009

Sector Specialist in the SDC Support Mandate Mobility: Provision of support and assistance to SDC's Water and Infrastructure Division in defined areas of Transport Infrastructure including documentation, provision of information, analysis of relevant experiences and practices, networking and information exchange and provision of support services (Skat, SDC).

Transport/Mobility Specialist and Community Mobilisation Specialist (Bhutan) 2003 - 2011

Review, backstopping und Programme Support to the SDC/Helvetas sponsored Suspension Bridge Programme focussing on project impact (inclusiveness, equity, gender, poverty relevance and decentralisation) maintenance, capacity building and institutional development (Skat, SDC/Helvetas).

Environmental Management and Community Mobilisation Specialist (Rivne Oblast, Ukraine) 2003 – 2006

Assist the UNDP project "Climate Change Mitigation in Ukraine through Energy Efficiency in Municipal District Heating". Introduction of an approach of community involvement in energy efficiency measures through social mobilisation. Institutional and organisational development support to the local municipal energy service company (Skat, UNDP).

Transport Specialist (Nepal) 2004

Evaluation of the Trail Bridge Sub- Sector Programme (TBSSP) in Nepal with particular consideration of the implications of the prevailing political situation. Development of recommendations for and contours of a next project programme phase (Skat, SDC/Helvetas).

Water Supply and Sanitation Specialist (Cabo Verde, Uganda, Guatemala, Bosnia & Herzegovina, Albania) 2002 – 2003

Evaluation of the Austrian Water and Environmental Sanitation Sector with a main focus on the relevance of the water and sanitation sector policy and strategy of the Austrian Development Cooperation and its implementation within the respective programme regions and working fields (Skat, Ministry of Foreign Affairs).

Transport Specialist (Nepal) 1999 - 2008

Backstopping und Programme Support to the SDC sponsored District Roads Support Programme (DRSP) focussing on strategic planning, development of district transport masterplans, monitoring and evaluation, capacity building and institutional development (Skat, JV Frisa -Iteco).

Solid Waste Management Specialist (global) 1995 - 2011

Organising bi-annual CWG international workshops on specific topic of solid waste management in Europe, Asia, Africa and Latin America. Responsible for all aspects of the workshop including fundraising, selection and editing of papers, logistics and administration. Participants generally came from four continents and numbered up to 80. (Skat, various donors)

Team Leader of the SDC Mandate Co-operation in Urban development (global) 1996 - 2000

Provision of support and assistance to SDC's Urban Development Services in defined areas of Urban Development such as documentation through classification of sector specific documents and other material, provision of information, analysis of relevant experiences and practices, networking and information exchange and provision of support services (Skat, SDC).

Infrastructure Specialist (Bhutan). 2002 -2003

External assessment of the Puna Tsang Chhu road bridge project and the capacity building and institutional development programme for the Bridge Section of the Department of Roads. Assistance in the planning of the SDC/Helvetas sponsored trail bridge programme. Programme and backstopping of the bridge programme (Skat, SDC/Helvetas).

Transport Infrastructure Specialist (Nepal) 2000

Evaluation of the SDC/Helvetas sponsored Trail Bridge Sub-Sector in Nepal (Skat, SDC/Helvetas).

Water Supply and Community Management Specialist (Ukraine / Crimea) 2000/2001-2006

Swiss representative of the evaluation of the SDC co-financed Crimea Integration and Development Programme with a focus on programme performance, management and sustainability of the different components (water supply, wastewater treatment and disposal, health care infrastructure/facilities, etc.).

Since 2001 backstopping and programme support of water supply and environmental sanitation component. Introduction of community approaches through social mobilisation.

Organization and guiding of a study tour and a series of workshops with high-ranking officials from the Autonomous Republic of Crimea (Ukraine) to study experiences with community-based economic development and decentralization in Switzerland, focusing on the areas of public services delivery, tourism and agriculture. (Skat, SDC/UNDP).

Water and Sanitation Specialist (Bosnia and Herzegovina) 2000

Progress review of the Banja Luka (Republica Srbska) Regional Water Supply and Sanitation Programme in the Vrbas River Basin, situational analysis and strategic and operational planning with emphasis on institutional strengthening aspects.

Transport Infrastructure Specialist (Nepal) 1997/2000/2002

Evaluation and backstopping of the Strengthened Maintenance Division Programme of the Department of Roads; review and analysis of programme status, performance and planning of a new project phase with the main components institution and capacity building (Skat, SDC).

Urban Health Infrastructure Development and health Care Waste Management Specialist (Tanzania) 1994 - 1999

Regular follow up and backstopping missions of the rehabilitation and maintenance components of the Dar es Salaam Urban Health Project; elaboration of a minimum package for infrastructural health facility development management and administration, including development of a masterplan, finalisation of a maintenance and health care waste management and sewage schemes as well as provision of related capacity building and implementation support (SKAT; SDC/Swiss Tropical Institute).

Rural Transport Infrastructure Specialist (Nepal) 1996 - 2000

Operational and conceptual programme support of the SDC/Helvetas sponsored Suspension Bridge Project of His Majesty's Government of Nepal in the field of strategic planning, operation and maintenance, quality assurance, financial management, planning, monitoring and evaluation; formulation of the project document for a new project phase (Skat, SDC/Helvetas).

Project Manager and Housing Specialist (Tanzania) 1997

Conceptualisation and implementation of a building material sub-sectoral analysis with the aim to identify and initiate demand and client oriented programme activities in the field of small enterprise promotion through roofing and other building material production.

Supervision of the Latin America and East Africa network of the global Roofing Advisory Service (RAS).

Editor of the periodical of the Building Advisory Service and Information Network, BASIN NEWS (Skat, SDC).

Team leader of External Project Assessment Mission, Rural Transport Infrastructure Specialist (Nepal) 1996

External assessment and evaluation of the national Suspension Bridge Programme of His Majesty's Government of Nepal, analysis of the trail bridge sector including technical, institutional, financial and management aspects, and initiation and moderation of a self-evaluation process as basis for the planning of a new phase of collaboration (Skat, SDC/Helvetas).

Municipal Solid waste management Specialist: Organisation and implementation of international work-shops within the SDC/UMP collaborative programme in Municipal Solid Waste Management such as :

- State of the Art and Need Assessment (Ittingen, Switzerland, 04/95);
- Public Private Partnerships in Municipal Solid Waste Management (Washington, 02/96);
- Micro and Small Enterprise Involvement in Municipal Solid Waste Management (Cairo, 08/96).
- Ultimate Disposal (Belo Horizonte, 09/98)
- Sustainable Integrated Solid Waste Management (Manila, 09/2000) (Skat, WB, DANIDA, DFID, GTZ, ILO, DGIS).

Health Care Waste Management Specialist (France) 1995

Participation in the expert working group on the review and finalisation of the WHO hand book on Health Care Waste Management in Low-income Economies (Skat, WHO).

Health Infrastructure Development Specialist (Tanzania) 1995

Assessment of the physical health care infrastructure within the St. Francis Designated District Hospital and evaluation of approaches in the field of operation and maintenance of the facilities; provision of technical, organisational and conceptual support; assessment and recommendation of the technical services to be provided to the planned Kilombero District Health Support Programme (Skat, SolidarMed).

Health Care Waste Management and Housing Specialist (Cameroon) 1994

Assessment of roofing tile technology promoted by SDC/SKAT in Douala & Bamenda, and proposal of a sector specific support strategy; evaluation of current waste management practices in existing health care facilities; development of a comprehensive management & maintenance scheme (Skat, SDC).

Rural Transport Infrastructure Specialist (Bhutan) 1993

Evaluation of the Suspension Bridge Project Phase III jointly undertaken by the Swiss Development Cooperation through Helvetas, the Royal Government of Bhutan and the United Nations' Capital Development Fund; assessment of status, performance, approaches, achievements and impact of the project SKAT, SDC/UNCDF).

## **HELVETAS, Zürich, Switzerland**

Programme Director, National Operations Engineer, and Adviser to the National Village Water Supply Section (VWSS) of the Government of Lesotho (Lesotho) 1990-1993

Planning, budgeting and supervision of the national maintenance and construction programme; management financed by SDC, KfW, ODA and the Irish Government. Supervision of 350 national and expatriate staff; planning and supervision of consultancy missions; provision of assistance to VWSS in formulating policies and strategies as well as planning, monitoring and evaluation concepts; support in human resource development, cost recovery and community management; development and implementation of community based approaches in the construction and maintenance of rural water supplies; preparation of technical and administrative manuals; organisation and management of seminars and workshops, and coordination of donor organisations; participation in the formulation of the National Water and Sanitation Sector Policy; planning and supervision of an emergency drought relief programme; supervision of the SDC financed component of the National Rural Sanitation Programme (SDC/Helvetas).

Project Co-Manager of the Suspension Bridge Division of His Majesty's Government of Nepal, Leader of the Helvetas Project Team (Nepal) 1987- 1990

Coordination and preparation of the national construction and maintenance programme; national physical planning including procurement; human resources management (300 employees); coordination and organisation of national and overseas training activities; development of a comprehensive maintenance policy; supervision of a national main trail study; development of technical and administrative manuals; participation in the development of the alternative BBLL (Bridge Building at the Local Level) programme with emphasis on community involvement at all stages of the project (SDC/Helvetas).

Advising Engineer of the National Suspension Bridge Programme (Nepal) 1983-1987

Design and supervision of suspension bridge construction (span up to 350 m), including access roads/trails; planning, reporting and quality control; training courses in planning, cost analysis, design and construction of suspension bridges (SDC/Helvetas).

## **GONIN, JAECKLIN & ZEERLEDER, Consulting Engineers, Berne, Switzerland**

Project Engineer (Switzerland) 1976-1983

Design, planning and supervision of railways, roads, industrial buildings, bridges, water supply and sewage treatment and disposal systems.

## **STAEMPFLI & CO., Consulting Engineers, Langnau, Switzerland**

Designer and Surveyor, Instructor/Teacher for Mason Trainees (Switzerland) 1974 – 1975

Designs and survey of road construction, concrete and steel structures.

## REPORTS, PUBLICATIONS, CONFERENCE PAPERS: (Selected Publications)

Presentation at the IFRTD annual conference the paper "Networking Myths and Trends", Stockholm 2005

Author of the publication "Peace and Stability Through Sustainable Social and Economic Development" Lessons from Community Based Approaches in Water Supply Projects for Multi-Ethnic Neighbourhoods in Crimea", Ukraine 2004

Author of articles in various magazines such as BASIN NEWS and Skat News.

Reviewer of WHO publication "safe management of wastes from health care activities", Switzerland 1999

Co-author of "How are we managing healthcare wastes", Skat 1999.

Proceedings of the Waste Disposal Workshop 1998, Belo Horizonte, Brasil 1998.

Proceedings of the Workshop on Micro and Small Enterprises Involvement in MSWM, Cairo 1996.

Proceedings of the Workshop on Public-Private Partnerships in MSWM in Low-income Countries, Washington 1996.

Contribution to the UNEP IETC "International Source Book on Environmentally Sound Technologies for Municipal Solid Waste Management", 1996.

Situational Analysis and System Development on Health Care Waste Management in Rural and Urban Health Care Facilities of Low-income Countries/Dar es Salaam Urban Health Project, Tanzania 1996.

Co-author of "Conceptual Framework for Municipal Solid Waste Management In Low-income Countries" (UMP/SDC Collaborative Programme on MSWM), Switzerland 1996.

Monitoring and Evaluation of Water and Sanitation Projects, Concepts and Tools; Workshop Experiences, AGUASAN Regional Workshop (co-author), Lesotho 1993.