



## Mr. Ulrich Meier

### Scanteam

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**NATIONALITY:** Swiss, born 25 June 1945

### KEY QUALIFICATIONS, AREAS OF INTEREST:

- 35 years experience in development cooperation in the Third World and Eastern Europe;
- Project and programme study and conceptual design, logical framework analysis, cost/benefit analysis, appraisal, review and evaluation; risk assessment and impact analysis;
- Institutional advisory: Change management, organisational learning and development, leadership, human resources development, management coaching.
- Overall expertise in the field of energy and in particular the power sector, rural energy, small hydropower, development of new renewable; biomass and solar sectors. Energy efficiency consulting and coaching in industry & small enterprise.
- Environmental management systems consulting (including ISO14001).

### LANGUAGES:

<b>German:</b>	Mother tongue
<b>English:</b>	Fluent; speaking, reading, writing
<b>French:</b>	Conversational
<b>Norwegian:</b>	Basic
<b>Nepali:</b>	Basic speaking

### COUNTRY WORK EXPERIENCE:

**Africa:** Burkina Faso, Cameroon, Ethiopia, Ghana, Ivory Coast, Kenya, Madagascar, Mali, Morocco, Mozambique, Rwanda, South Africa, Tanzania, Uganda.

**Asia & Pacific:** Bangladesh, Bhutan, India, Indonesia, Nepal, Malaysia, Pakistan, Papua New Guinea, Philippines, Solomon Islands, Sri Lanka, Thailand, Vietnam.

**Europe & Middle East:** Bulgaria, Norway, Palestinian Territories, Poland, Switzerland.

**Latin America:** Argentina, Brazil, Costa Rica, Ecuador, Guatemala.

### EDUCATION:

2000 - 2001	Postgraduate course in Integrated Environmental Management (ISO 14001), at St. Gallen University, Switzerland, with certificate.
1987 - 1989	Post graduate course at St.Gallen University, faculty of economics. Diploma Executive MBA in General Management, EMBA-NDU/HSG.
1972 - 1975	Mechanical Engineering study, STB, Schaffhausen, with diploma
1961 - 1968	Training in precision mechanics and trade school attendance with federal certificate, courses in administration and commerce with diploma.

## Employment

### January 2002 to present

*Employer:* Scanteam Analysts and Advisers A.S., Oslo, Norway

*Position:* Senior Partner

*Duties:* Senior Consultant and task team leader

### 1994 to 2001

*Employer:* ENTEC AG, Consulting and Engineering, St. Gallen, Switzerland

*Position:* Chairman of the Board of Directors, Co-owner, Chief Executive Officer, Senior Consultant

*Duties:* Overall management, business development, consulting assignments

### 1990 to 1993

*Employer:* Rüesch Solartechnik AG, Zug, Switzerland, (Thermal Solar Energy)

*Position:* General Manager

*Duties:* Overall management, business development, market share expansion

### 1979 to 1990

*Employer:* SKAT, Swiss Center for Appropriate Technology, at St.Gallen University

*Position:* Director, Consultant

*Duties:* Management and institutional development. During a ten year tenure, developed the organisation from a group of 4 idealists into a reputed information centre and professional consultancy firm with a staff of 15.

## CONSULTANCY ASSIGNMENTS

2010 Mozambique: Baseline study for rural electrification in the Cabo Delgado province. Team leader of a team of international and local experts. Comprehensive field surveys will be carried out to collect data for the preparation of a study report. Client: Royal Norwegian Embassy Maputo. January to May 2010, 8 weeks.

2009 Palestinian Territories: End Review of the Physical Planning and Institution Building project. Team leader of a team of six consultants and report author. Client: Norwegian Representative Office, Al Ram, West Bank. August to December 2009, 8 weeks.

Mozambique: Desk study of the viability of Mavuzi and Chicamba hydro power station rehabilitation. The study included an assessment of the financial viability of the project, and overall financial and management analysis of Electricidade de Mocambique, including scrutiny of the corporate financial model and assumptions and stochastic sensitivity analyses. Client: Sida, Stockholm. July - August 2009; 4 weeks.

Palestinian Territories: Review of the Palestinian Central Bureau of Statistics results framework and monitoring and results reporting procedures. The task included the conduct of a stakeholder workshop and delivery of a report with recommendations. Client: Norad, Oslo. April 2009, 3 weeks.

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- 2009
- Nepal: End evaluation of the Decentralized Local Governance Support Programme of UNDP with funding from Norway. The assignment included visits to remote rural areas and interviews at the central level. Team leader and report author. Client: Norad, Oslo. June – July 2009, 4 weeks.
- Poland: Monitoring of Cleaner Production Promotion project. Client: FMO, Brussels. February 2009, 2 weeks.
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- 2008
- Tanzania: Facilitator for Logical Framework (LFA) planning session for a Capacity Development project “TANESCO-Statnett Twinning Collaboration”. Client: Norad, Oslo. November 2008, 1 week.
- Uganda: Facilitator for LFA planning session “UETCL-Statnett Twinning Collaboration, Phase II”. Client: Norad, Oslo. December 2008, 1 week. In both workshops, stakeholders from both sides participated.
- Poland: Review of Energy Saving Projects financed by the Norwegian Financial Mechanism Office, Brussels. Documentation of more than 60 projects was reviewed and site visits were made to 10 randomly selected projects. Results indicators were developed and used to compare projects, and the report ranked projects based on these results. Client: FMO evaluation department, Brussels. October/November 2008, 7 weeks.
- Uganda: Team leader for the end-review and the appraisal of a new project phase of the Uganda Transmission Company Limited (UETCL) – Statnett Norway, Twinning arrangement for Capacity Building in UETCL. The task consisted of document study and stakeholder interviews in Uganda and Norway. A review and an appraisal report with recommendations were produced. Client: Norad, Oslo. September to October 2008, 6 weeks.
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- 2007
- Nepal & Mozambique: Team leader of the Evaluation of Norwegian Power-related Assistance 1980 to 2006 through case studies in both countries, three rural impact surveys, performance benchmarking of twenty projects and assessment based on DAC criteria. The case study in Mozambique included the assessment of cross-border transmission projects, and the benefits to Mozambique from assistance to the Southern African Power Pool. The task was awarded based on international tender, and it was carried out by a team of twelve consultants, including five local experts. Client: Norad evaluation department. January to October 2007, 38 weeks.
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- 2006
- Mozambique: Study of future assistance of Sweden to the power sector. This included a desk study and two weeks visit to Maputo for consultations and discussions with sector stakeholders. The work was carried out in close collaboration with the Swedish embassy. Deliverable: Report summarising the sector status and the possibilities for future Swedish assistance. Client: Sida/Swedish embassy Maputo. September 2006, 3 weeks.
- Nepal: Appraisal of a rural electrification project in which the establishment of a Rural Electric Cooperative is the key element in institutional development. The succeeding (LFA) planning exercise identified weaknesses in the institutional development approach, and recommendations were provided to overcome this weakness. Client: Norad, June 2006, 2 weeks.

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- 2006
- General: Study of multilateral funding channels for Renewable Energy and Energy Efficiency. The deliverable was a report with recommendations. Client: Norad. April 2006, 3 weeks.
- Uganda: Team member in Energy Sector review of Norwegian Development Cooperation. Responsible for the review of infrastructure components in terms of the five DAC criteria: efficiency, effectiveness, relevance, impact and sustainability. Client: Norad. March/April 2006, 5 weeks.
- Nepal: Teamleader for appraisal and project re-design of two private sector initiatives: a) Rural Electrification project, and b) Water diversion impact mitigation project. Local community meetings were organized in the remote project location to assess needs for institutional capacity building. This was followed by a Logical Framework (LFA) planning session with project staff to develop a consistent Project Document incl. community involvement mechanism. The field visits were followed with a three day planning workshop using the Logical Framework Approach. Client: Norad, May 2006, 3 weeks.
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- 2005
- Mozambique: Review of the Assistance of Sweden to the Energy Sector of Mozambique. Sole consultant covering the thematical areas of institutional support to the national electric utility, high-level advice to the Ministry and infrastructure support in rural electrification and transmission and grid extension investment projects. The task included a desk study, a one week field visit, and writing and editing a detailed review report with recommendations. Client: Sida/Swedish embassy Maputo. September – October 2005; 3 weeks.
- Mozambique: Review of the Assistance of Norway to the Energy Sector of Mozambique. Team leader of a team of four consultants covering the thematical areas of institutional support to the power sector, hydropower development, oil and gas, rural electrification and transmission and grid extension investment projects. The task included a desk study, a ten day field visit, and writing and editing a detailed evaluation report. Client: Norad. April – May 2005; 5 weeks.
- Bulgaria: Development of Project Design Document (PDD) for Joint Implementation (JI) activity between the Ministry of the Environment of Denmark and the Sofia Municipality. Subject area: Small Hydropower schemes in the Sofia water supply system, with an installed capacity of 9 MW. Client: Ramboll Consultants, Denmark/DEPA, Denmark. March – April 2005; 5 weeks.
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- 2004
- Mozambique: Study of donor harmonisation approaches in the Energy Sector. Team leader. Client: Royal Norwegian Embassy, Maputo. November-December 2004, 5 weeks.
- Nepal: Mid-term review of the Jhankre Rural Electrification and Development Project (JREDP). Team leader of a team of four consultants including two auditors. The task included a five day field survey with numerous beneficiary interviews, auditing of accounts and stores, and assessment of the sustainability of the Rural Electric Cooperative. Client: Norad, Oslo. October 2004; 3 weeks.

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- 2004      Palestinian Territories: Appraisal and program design of Phase IV Norwegian Assistance to the Energy Sector. Team leader and chief report editor, LFA tutor in joint program development. Client: Norad, Oslo. March - April 2004; 3 weeks.
- Nepal: Annual Review of the Energy Sector Assistance Project and Appraisal of a bridging phase. Team member in joint Danish/Norwegian review. Client: Norad, Oslo. March 2004; 2 weeks.
- Palestinian Territories: Review of Norway's Assistance to the Energy Sector, covering the period from 2000 to 2003 and expenditure of more than NOK 114 Million. Team leader and chief report author. Client: NORAD. January - February 2004; 6 weeks.
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- 2003      Republic of South Africa: Review of Norway's Environmental Cooperation Programme. Acting as team leader and chief report author. The work included a full thematic review of the programme, including the industrial sector and the Cleaner Production sub-component. An assessment of the programme management process was an important part of the task. Client: Norad, Oslo. April-May 2003, 5 weeks.
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- 2002      Thailand, Malaysia, Vietnam: Evaluation of Environmental Assistance to South East Asia. The work involved extensive document study and seven weeks of field work, including the coordination of and work with large national teams. Sole responsibility for the brown sector report and the Malaysia country report, as part of the main report. Client: Royal Government of Denmark, Danida. May to December 2002, 12 weeks.

### **Authoring and Publications**

- 2009      - Review and Evaluation reports for various clients
- 2008      - Results report Nepal 2008 covering the themes Rural Electrification, Girls Education and Good Governance;
- "Private Sector Finance for Large Hydro Projects", unpublished article prepared as a contribution to the ongoing dialogue on international power development;
- Review and Appraisal report UETCL – Statnett Twinning for Capacity Building;
- Review report on FMO-Poland Energy Saving and Renewable Energy Projects;
- Appraisal reports on five environmental monitoring and inspection projects in Poland;
- 2007      - Report on the Evaluation of Norwegian Power-related Assistance, with annexes on 20 project case studies, and three rural impact surveys Nepal & Mozambique;
- 2006      - Report: Initial Assessment of Sweden's Future Assistance to the Power Sector Mozambique;
- Baseline study report Poland Renewable Energy;
- Report on funding channels for Renewable Energy & Energy Efficiency;

- 2005
  - PDD – Project Design Document for the DEPA-Sofia Municipality Joint Implementation of Small Hydropower Projects;
  - Study report: Political Risk in Hydropower Development in Nepal, including co-authorship in Risk and Reward Management Guides, Vol. 1 and 2;
  - Appraisal Report: Phase IV - Norwegian Assistance to the Palestinian Energy Sector;
- 2002-
  - Review and Appraisal reports: Nepal Energy Sector Assistance Phase 1;
- 2004
  - Programme Evaluation Reports: Environmental Assistance to Malaysia and Thailand, Evaluation of the Norway – South Africa Environmental Cooperation;
  - Evaluation Report: Namche Bazaar (Nepal) and Rangjung (Bhutan) Small Hydro Projects;
- 2001
  - Co-author on various manuals and publications on small hydro development, SKAT, University of St. Gallen, Switzerland;
- 1983-
  - “Local Experience with Micro Hydropower Technology”, SKAT/University of
- 1990
  - St. Gallen. A guide on Appropriate Technology Development in Renewable Energy;
- 1981
  - “A closed-cycle Energy System for Rural Dairy Industry in Nepal: The Pauwa Energy System”, in Energy and Environment in the Developing Countries, John Wiley&Sons;

### **Certification**

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe my qualifications, my experience and me.



Date: 2 March 2010

Signed: Ulrich Meier