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FURTHER ADVANCING THE BLUE REVOLUTION INITIATIVE (FABRI)

YEAR ONE ANNUAL PROGRESS REPORT AND YEAR TWO WORK PLAN

31 OCTOBER 2012

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Further Advancing the Blue Revolution Initiative Year One Annual Progress Report and Year Two Work Plan

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ACRONYMS

ABRI	Advancing the Blue Revolution Initiative
ACWUA	Arab Countries Water Utilities Association
AfWA	African Water Association
AMCOW	African Ministers' Council on Water
APS	Annual Program Statement
AWW	Arab Water Week
CKS	Communications and Knowledge Sharing
CO	Contracting Officer
COR	Contracting Officer Representative
COP	Chief of Party
DAI	Development Alternatives, Inc.
DEC	Development Experience Clearinghouse
FABRI	Further Advancing the Blue Revolution Initiative
FPPO	Fixed Price Purchase Order
GWRI	Grand Water Research Institute, Technion Israel Institute of Technology
IAV	Institute of Agronomy and Veterinary Science Hassan II
ICA	Independent Consultant Agreement
ICARDA	International Centers for Agricultural Research in Dry Areas
ICBA	International Center for Biosaline Agriculture
INRGREF	National Institute for Research in Rural Engineering, Water and Forestry
IWMI	International Water Management Institute
IWRM	Integrated Water Resources Management
JUST	Jordan University of Science and Technology
KIWASCO	Kisumu Water and Sewerage Company
MEDRC	Middle East Desalination Research Center
MENA NWC	Middle East and North Africa Water Centers of Excellence
NASA	National Aeronautics and Space Administration
NCARE	National Center for Agricultural Research and Extension
NCWSC	Nairobi City Water and Sewerage Company
NRW	Non-Revenue Water
ONEE	National Office of Potable Water
OSU	Oregon State University
PEER	Partnerships for Enhanced Engagement in Research
PR&D	Policy, Research, and Development
R&D	Research and Development
RSS	Royal Scientific Society
SQU	Sultan Qaboos University
TAMIS	Technical, Administrative and Management Information System
TOR	Terms of Reference
TRG	Training Resources Group, Inc.
UJ	University of Jordan
USAID	U.S. Agency for International Development
USG	United States Government
WSA	Water and Sanitation in Africa
WWW	World Water Week
YWP	Young Water Professionals

1. INTRODUCTION

Further Advancing the Blue Revolution Initiative (FABRI) started work in September 2011, continuing the mission of Advancing the Blue Revolution Initiative (ABRI), to transform the culture and governance of water in the Middle East and Africa. FABRI aspires to six ambitious results: establish the Middle East and North Africa Network of Centers of Excellence (MENA NWC); strengthen integrated water resources management (IWRM) programming; improve access to water and sanitation; strengthen research and development capacities in irrigation, groundwater management, and drought risk assessment and mitigation; encourage collaboration among riparians in transboundary river basins; and raise USAID staff skills and Agency visibility in water and sanitation. In Year One, FABRI laid the organizational foundation for technical work in the Middle East and Africa.

In the Middle East and North Africa, FABRI launched MENA NWC in December 2011, at a meeting of participating Centers in Muscat, Oman. FABRI worked closely with eighteen Centers from Morocco to Oman, including Israel, to identify the Network's technical focus areas and frame its governance. Coincidental with the launch of the Network, FABRI started the research grants program, accepting preliminary research ideas from Centers and providing feedback, and releasing the grant solicitation as an Annual Program Statement. Teams from the United States Agency for International Development (USAID), Department of State (State), and FABRI visited Centers in the spring of 2012 to identify the most promising research ideas and provide guidance on FABRI's objectives for innovative and high-impact research. FABRI also set the stage for Network governance, navigating the details of launching a new regional entity. In particular, FABRI developed the framework and short list for the Founders Committee.

Looking ahead in the Middle East and North Africa, FABRI will implement the research grants program that will develop innovative solutions to regional water problems, engaging stakeholders, private sector partners, and governments to ensure that the solutions are viable and effective. FABRI will also support research outside of the grants program, led by outstanding U.S. entities, to bring new technologies and techniques to the region. FABRI will initiate MENA NWC legalization process, and operationalize the Founders Committee and Board of Directors, which will advance the ownership of MENA NWC by participating Centers and other key stakeholders and lay the foundation for the Network's sustainability. The Network will support the peace process by integrating an Israeli institution as a full and open member. Also critical to the Network's long-term sustainability, FABRI will develop a business plan and a fundraising strategy and action plan, launch fundraising activities, and solicit investment and involvement from the private sector.

In Year One in Africa, FABRI raised the profile of USAID by forming new relationships with leading regional water and sanitation utilities associations. Working with these associations, FABRI's first task was to consult with these associations and their members to confirm the focus areas we identified in the proposal: non-revenue water (NRW) and regulatory reform. Through these consultations, we learned that utilities' highest priorities are NRW and sanitation service delivery, while regulatory reform is of less immediate concern. Based on these priorities, FABRI launched a NRW program and engaged young water professionals to stimulate innovation in service delivery.

In Year Two, FABRI will continue to support African utilities through their regional associations. FABRI will conduct NRW audits of 26 utilities, and use the audits to develop utility performance improvement plans. FABRI will also provide research and implementation opportunities to young professionals through small grants, focusing on creative and innovation approaches for non-revenue water reduction, expanding sanitation access and knowledge sharing. FABRI will also work with USAID,

regional associations, and the World Bank to determine the most useful and effective role it can play in supporting improved sanitation service delivery.

2. YEAR ONE ACHIEVEMENTS

TECHNICAL ACTIVITIES

In the Middle East and North Africa during Year One, following the launch of the Middle East and North Africa Network of Water Centers of Excellence (MENA NWC), FABRI developed the Network's governance and research foundations for implementation and sustainability. During the past year, the project has worked with the Network's 18 participating Centers to define the Network's core areas of technical concentration that address longstanding water challenges in the region and to conceptualize research topics, released an Annual Program Statement (APS) to solicit proposals under its Policy, Research, and Development (PR&D) grants program, and designed a regional training in research design. FABRI has also worked with a Nominating Committee of Center members to identify a short-list of candidates for the Founders Committee, refined terms of reference and protocols for key building blocks of the Network, initiated the MENA NWC business plan, and begun mapping business opportunities in the region, starting with Jordan.

In Africa during its first year, FABRI has quickly raised the profile of USAID in the water sector. It has built strong working relationships with the Africa Water Association (AfWA) in Abidjan, Cote d'Ivoire and with the African Ministers' Council on Water (AMCOW) in Abuja, Nigeria, acted as one of four major co-conveners of the AMCOW-led Africa Water Week in Cairo, launched the Non-Revenue Water (NRW) Program in close partnership with AfWA, developed a five-year business plan for AfWA, and designed a small grants program targeted at Young Water Professional groups across the Continent.

FABRI's Year One achievements in partnership building have set the stage for Year Two's rapid implementation. The following are specific achievements of the project in the two regions.

MIDDLE EAST

Launched MENA NWC

FABRI convened the participating Centers in Muscat, Oman, December 5-8, 2011, to ratify the Network's governance blueprint and launch the MENA NWC grants program. The objectives of the meeting were to launch the Thematic Partnerships, identify initial research priorities, initiate planning research activities over the next three to six months, and agree on the role of the Interim Management Unit to support centers in launching programs. The meeting also enabled Centers to reach agreement on governing the Network. In all, nearly 70 water experts attended from 13 national research centers in eight

MENA NWC Participating Centers

- Arabian Gulf University (Bahrain)
- Institute of Agronomy and Veterinary Science Hassan II (Morocco)
- International Center for Agricultural Research in Dry Areas
- International Center for Biosaline Agriculture (United Arab Emirates)
- International Water Management Institute
- Jordan University of Science and Technology
- Middle East Desalination Research Center
- National Center for Agricultural Research and Extension (Jordan)
- National Institute for Research in Rural Engineering, Water, and Forestry (Tunisia)
- National Office for Potable Water (Morocco)
- National Water Research Center (Egypt)
- Qatar National Food Security Program
- Qatar Environmental and Energy Research Institute
- Royal Scientific Society (Jordan)
- Sultan Qaboos University (Oman)
- Technion – Israel Institute of Technology
- University of Jordan
- Water and Environment Studies Institute, An Najah University (West Bank/Gaza)

U.S. University Partners

- Texas A&M University
- University of California at Davis
- University of Florida
- University of Nebraska
- Utah State University

countries in the Middle East; four international research institutes; five U.S. universities; the U.S. government; and FABRI. Over the course of the three day meeting, participating Centers agreed to the five critical technical areas as the initial focus of Thematic Partnerships, a research award process that includes Seed Funds and Concept Notes leading to full competitive grant applications, oversight of the technical program by a committee of Centers, USAID and FABRI visits to member Centers, and establish a nominating committee to identify MENA NWC Founders Committee members.

Agreed on five Thematic Partnerships

FABRI facilitated agreement on five Thematic Partnerships – self-identified groups of MENA NWC scientists with common interest in a water research theme. Thematic Partnerships serve as a forum for Centers to identify and prioritize research project ideas, form Research Teams, apply for grants, and undertake research projects. The Thematic Partnerships will also serve as a focal point for training and knowledge sharing activities that FABRI will build from the research projects to extend their impact. In October 2011, FABRI conducted a survey of participating Centers to identify their research interests and strengths. Based on the Centers' responses, FABRI proposed and presented five Thematic Partnerships, which the Centers endorsed at the December 2011 launch of the Network. The Thematic Partnerships are Groundwater, Non-Conventional Water, Food-Water-Energy, and Water Supply and Sanitation, and Water Use Efficiency and Productivity.

Convened Water and Sanitation Thematic Partnership

In order to jumpstart proposal development under the Water and Sanitation Thematic Partnership, FABRI brought together Moroccan scientists and practitioners from the National Office of Potable Water (ONEP) and the Institute of Agronomy and Veterinary Science Hassan II (IAV) and Jordanian scientists and practitioners from the Royal Scientific Society (RSS), the University of Jordan (UJ), and the Arab Countries Water Utilities Association (ACWUA) in Amman in June 2012. Together they brainstormed a list of possible research topics that were of common interest, regional importance, practical need, and technically achievable. They reached agreement on three major topics: non-revenue water, water and energy, and decentralized sanitation. Participants then worked in teams to develop proposal outlines as the first step in preparing submissions for research grants. The teams continued to work together from a distance to prepare proposals. The team from RSS, IAV, and ONEP will meet again in Rabat in early November to finalize their proposal. The meeting was a very good model for bringing together Center representatives and building research ties across borders.

Developed framework and short list for Founders Committee

FABRI developed final drafts of the Terms of Reference for the Founders Committee and worked closely with members of the Nominating Committee composed of members from participating Centers. In a broad solicitation of the Centers, donors, businesses, and water experts, FABRI and the Nominating Committee received CVS of more than forty candidates. The chair of the Nominating Committee and the FABRI COP then reviewed and shortlisted the candidates. With USAID participation, they reduced the shortlist of twelve candidates to a final seven who best reflect the interests and technical concentrations of the Network. They include donor representatives, senior staff of Centers, and water experts from the international community. The list must now be reviewed by the full Nominating Committee and the participating Centers for no objection before final formation and the first convening of the Founders Committee.

Invited, evaluated, and screened preliminary research concepts from the Centers

At the MENA NWC launch in Muscat, Oman in December 2012, FABRI invited the Centers to submit Concept Notes. A Concept Note is a preliminary proposal describing the research problem and its importance, the research approach, and time frame. It also identifies the research Centers, personnel, external partners, and the approximate budget. FABRI also invited Centers to request Seed Funds to cover expenses associated with conceptualizing and planning research projects and developing Concept Notes. Some researchers also emailed and asked for feedback on less formal descriptions of research ideas. The Centers started submitting Concept Notes, Seed Fund requests, and informal research ideas in December 2012. Based on these submittals, FABRI identified a general need for Centers to engage more directly with governments, policy makers, utilities, the private sector, and/or civil society organizations in framing the research problem statements and conducting the research. FABRI also identified the need for Centers to form more genuine partnerships with counterparts at other Centers. To provide this guidance to the Centers, update the Centers on grants procedures and schedule, and discuss existing and new research ideas, two teams from USAID, State, and FABRI visited participating Centers and other key MENA NWC stakeholders in April and May, 2012.

At the time FABRI released the Annual Program Statement for the grants program on August 3, 2012 (see below), the Centers had submitted 34 preliminary research project concepts, in the form of Concept Notes, Seed Fund requests, informal emails, and ideas presented in person during the April and May visits. In conjunction with the release of the APS, FABRI responded to each team that had submitted a research concept. The responses were either to encourage the investigators to submit a complete proposal, with suggestions for strengthening the project concept, or to advise the investigator not to submit a proposal, with a short explanation. FABRI invited 17 teams to submit full proposals.

Released Annual Program Statement

FABRI released the solicitation for the Policy, Research, and Development (PR&D) Grants Program on August 3, as an Annual Program Statement (APS). The APS sets the terms and conditions of the PR&D Grants Program, and establishes the proposal format and requirements, including a Technical Proposal Form and a Cost Proposal Worksheet. The advantage of an APS is that Centers submit proposals and FABRI evaluates the proposals continuously over a period of time. This allows the Centers more flexibility, giving them more time to write a proposal if necessary, or to submit a proposal sooner so that they can start project work sooner if FABRI awards a grant. Under the APS, FABRI will accept proposals from August 4, 2012 to August 3, 2013. The APS requires that proposals be submitted by a consortium of at least two MENA NWC Centers from at least two countries, or one international Center and one national Center. The APS sets the maximum award for a PR&D Grant at \$750,000.

Worked with USAID Partnerships for Enhanced Engagement in Research (PEER) to develop research design and proposal writing workshop

The PEER program pairs scientists in USAID host countries with U.S. scientists working on National Science Foundation research grants. The current PEER solicitation includes funds designated for water research in the Middle East and North Africa, complementing the MENA NWC grants program. Based on initial proposals, both PEER and FABRI have identified an opportunity to train scientists on developing stronger research concepts and writing better proposals. FABRI and PEER developed a Proposal Planning and Writing Workshop, to be held at the Middle East Desalination Research Center (MERDC) in Muscat, Oman on October 7-9, 2012.

FABRI and PEER invited 35 participants from 29 institutions and 12 countries. The interrelated and reinforcing goals for the workshop are to increase scientists' planning and grant writing skills, particularly

in water and environmental research; help them become more competitive applicants for local and international sources of research funding, especially USAID-sponsored programs; and facilitate networking among regional scientists. The fundamental methodology for the workshop will be a combination of interactive plenary sessions for presenting practical insights and participatory small working groups to facilitate the application of these concepts to a working proposal. The workshop will include time for participants to present their work and receive feedback from trainers and peers.

Mapped business opportunities

FABRI met with businesses in Jordan to identify firms with interest in participating in MENA NWC, and ways that firms could participate. From a pool of 28 companies, FABRI identified 14 strong candidates to participate in MENA NWC through research, financial contributions, and/or alliances between the private sector, foundations, donors, and MENA NWC. Mapping will identify opportunities for partnership between MENA NWC and the private sector. This first report on mapping for Jordan gives an overview of the current levels of interest among private sector companies, identifies potential partners for applied research, assesses the potential for support from corporate social responsibility (CSR) funds, and lists potential donor groups. The activity provides baseline information from existing businesses on the operational challenges related to water and energy, areas of research interest, incentives for participation in MENA NWC from a private sector perspective, and potential support that can be provided to MENA NWC through CSR funds and other in-kind contributions. This information will enable a coherent and effective approach for establishing partnerships with the private sector.

AFRICA

Strengthened African Water Association and African Ministerial Council on Water

A priority of FABRI is to partner with and strengthen regional institutions in Africa that serve as our point of entry in the water and sanitation sector. African Water Association (AfWA) and African Ministerial Conference on Water (AMCOW) serve as the primary partners for FABRI in Africa. FABRI over the past year designed and began implementation of several activities with each. Jointly with AfWA, FABRI launched an ambitious and broad-based program in non-revenue water reduction, developed a five-year business plan, initiated the preparation of a communications and knowledge sharing strategy, and designed a grants program for Young Water Professionals. With AMCOW, FABRI prepared a long-term grant for institutional support including continued funding for two program coordinators, co-convoked Africa Water Week held in Cairo in June, is supporting expansion of its knowledge sharing activities, and is determining how best to work with AMCOW on AfricaSan. These efforts to strengthen are detailed below.

Co-convoked Africa Water Week

In February 2012 at the AfWA Congress in Marrakech, AMCOW invited FABRI to serve as one of four major co-convokers at the fourth Africa Water Week in Cairo in June. FABRI was asked to design sessions for and identify presenters for the Water and Sanitation Pillar. Africa Water Week is held every two to three years. Participants are from the highest levels of government, including most ministers of water across the continent. This honor permitted USAID FABRI to be recognized as a major participant in water and sanitation in Africa. FABRI identified the most important players in the region and organized sessions over three days that highlighted efforts and new directions in water and sanitation. They included AfWA, the Gates Foundation, the World Bank's Water and Sanitation Program, Water and Sanitation in Africa, and others. Interest in the sessions was impressive as the Water and Sanitation

sessions were the best attended with more than a hundred participants present in each. The sessions were organized as a mix of talks, panel discussions, with an emphasis on participation in small groups.

Designed AfWA business plan

Working closely with the AfWA secretary general and the Executive Committee, FABRI helped to develop a five year business plan that will set the course for the strengthening, expansion, and sustainability of the association. The business plan identifies the core business of AfWA, projects expenditures over the period, and realistic identification of revenue streams to cover those expenses. FABRI presented the business plan approach to the AfWA Executive Board at a meeting in Durban, South African and will present the final draft to the Executive Board in Conakry, Guinea in November.

Initiated Development of AfWA Communication and Knowledge Sharing Plan

FABRI consulted with AfWA and communications directors from several member utilities about the need to develop a Communications and Knowledge Sharing (CKS) approach that would guide AfWA's efforts to improve CKS support for water utilities and lead to improved utility performance. Based on the discussions, FABRI will convene a planning meeting in November 2012 for AfWA representatives and communications managers from 14 member utilities to determine how AfWA can better support CKS programs in member utilities. Another expected outcome of the planning session will be the establishment of an AfWA CKS task force that will guide, revise, monitor, and support implementation of the CKS plan.

Formed AfWA NRW Task Force

One unique aspect of the NRW program is the capacity building component that includes the involvement of AfWA senior management and members of the AfWA NRW Task Force in the day-to-day management and guidance of the program. Fourteen Task Force members, representing member utilities across Africa, will play an increasingly important leadership role over the life of the program and beyond. Initially, Task Force members will participate as members of the diagnostic teams that will visit each of the 26 utilities over the next ten months. In the long run, Task Force members will support the design, implementation, and monitoring and evaluation components of the NRW reduction program. See Figure 1 for the countries with utilities and Task Force members participating in the program.

Launched the Africa Non-Revenue Water Program in Nairobi

FABRI and AfWA launched a new three-year program to reduce non-revenue water in 26 utilities in 19 countries in east, central, southern, and west Africa (Figure 1). The NRW program is introducing management and technical tools and systems that will enable water utilities – both national water boards and state and city entities – to reduce water losses. The three phase NRW program includes 1) diagnostic, 2) implementation, and 3) monitoring and evaluation components.

AfWA and FABRI launched the NRW program with a six-day meeting for east, central and southern Africa utilities in Nairobi in June 2012. (A second launch is scheduled for November 2012 in Ouagadougou for the remaining utility representatives who did not participate in the Nairobi meeting.) Nairobi City Water and Sewerage Company, Ltd. hosted the launch. Representatives from the African Minister's Council on Water (AMCOW), the Arab Countries Water Utilities Association (ACWUA), and USAID also participated in the launch. The objectives of the week were to provide technical background on NRW; agree on the scope and terms of reference of a utility audit; agree on the composition, roles, and responsibilities of the audit team; and develop a draft schedule of audit visits and identify NRW Task Force team members.



Figure 1
African Countries with Water Utilities Participating in the NRW Program

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Major results from the Nairobi launch included the creation of the AfWA NRW Task Force; development of a schedule for initial audit visits to 11 utilities; agreement on the West Africa launch venue and dates; and plans for a follow-up meeting with all 26 utility managing directors in early 2013 to discuss the audit process and results.

Conducted NRW audits

During the first year, AfWA and FABRI jointly launched field-based efforts during the diagnostic phase the NRW Program with audits of the Nairobi City Water and Sewerage Company (NCWSC) and the Kisumu Water and Sewerage Company (KIWASCO), both in Kenya. Two teams composed of a FABRI-provided NRW international expert and members of the AfWA Task Force working with the Kenyan companies. Fulfilling FABRI's vision to open new experience to the Task Force and building their technical skills, the three member team in Kisumu included a Task Force member from Ghana and from KIWASCO who is managing director. In Nairobi, the team included a Task Force member from Uganda and from NCWSC who is director of the NRW department. Auditors developed the water balance in each utility and did network and institutional assessments. The reports included recommendations for action-based next steps in the short and long run. The audit visits included initial meetings with utility management and ended with workshops with utility staff. The audit reports will lead to development of performance improvement plans by NCWSC and KIWASCO with AfWA and FABRI support, as needed.

Defined Africa small grants program to support young professionals in the water sector

During the first year, FABRI worked with the Young Water Professionals (YWP) Program to design a small grants program that will support YWP activities in the Sub-Saharan region. The YWP Program is an international initiative spearheaded by the International Water Association (IWA) at the global level and fully supported by the African Water Association (AfWA). Its membership consists of young people below the age of 35 that are working in or interested in the water sector. The small grants program will focus on activities related to non-revenue water and urban sanitation and will enable YWPs to complement the water and sanitation activities that are already being implemented in their respective countries/regions.

PROJECT MANAGEMENT

FABRI's Year One project management achievements, summarized below, ensure that FABRI has the necessary facilities and personnel in place to move ahead quickly with technical activities in Year Two. In Year One, FABRI established an office, filled out the core team, enlarged the extended team, and created a management information system for the project. FABRI also authored a Grants Manual that lays out the policies and procedures for FABRI's multiple grants programs and will allow the project to begin awarding grants in Year Two.

Established the FABRI office

FABRI has rented an office in Bethesda, MD in the same building as the Development Alternatives, Inc. (DAI) home office. The office space has six walled offices, two cubicles, and its own private conference area with a projection screen. The greatest asset of the office is its close proximity to the DAI Contracts office, Finance office, and other support offices.

Expanded the FABRI core team

In addition to the Chief of Party, Peter Reiss, and the Grants Program Manager/Deputy Chief of Party, Kenneth Ludwa, who have been working on the project since the beginning, FABRI has added four new core team members in the first year. Of the four positions, two of them are new for FABRI. Bethany Hu has joined the team as the Operations Manager and Hawa Meskinyar has joined the team as the Africa Activity Manager. The other two positions are replacements for staff members who left the project. Kathy Alison from Training Resources Group (TRG) joined the project as the full-time Information Management Specialist and Julie Carp joined the team as the Project Coordinator. FABRI will add one additional position, the Middle East Activity Manager, and plans to fill the position early in Year Two.

Created a customized management information system

The FABRI team worked with DAI's Technical and Administrative Management Information System (TAMIS) Specialist, Virginia Tauss, in the first year of the project to customize the FABRI TAMIS. The TAMIS now has separate sections to store documents related to all of the Results and Requirements listed in the FABRI contract. The FABRI team has been storing all project records, including deliverables and USAID approvals, in the TAMIS.

Increased the participation of technical resources outside of the FABRI core team

FABRI has signed over 15 contracting vehicles in the first year of the project including subcontracts with Eco Consult in Jordan, Training Resources Group, Valu Add, Texas A&M University, and Utah State University; Fixed Price Purchase Orders (FPPOs) with Malcolm Farley Associates, Oregon State University, and Thornton International; and Independent Consultant Agreements (ICAs) with Kathy Mikitin, Said Ouattar, and Jeremy Hagger.

Established grants policies and procedures

The FABRI team created a customized Grants Manual, using DAI's standard template, that outlines the policies and procedures for FABRI's multiple grants programs including the Middle East and North Africa Network of Water Centers of Excellence (MENA NWC) Policy, Research, and Development (PR&D) Grants Program, the grant of institutional support to the African Ministers Council on Water (AMCOW), and the small Africa Grants Program to the Young Water Professionals (YWP).

3. YEAR TWO ANTICIPATED RESULTS

The following are highlights of planned Year Two results, described in detail in Section 4:

Middle East and North Africa

- Legalization of MENA NWC
- Regular convening of MENA NWC Founders Committee
- Preparation of MENA NWC Business Plan
- Development of MENA NWC Fundraising Strategy
- Multiple grants awarded to participating Centers for cutting edge research
- Partnerships established with outstanding U.S. institutions to bring new technologies and techniques to the region
- Productive research partnerships between Israeli and Arab institutions
- Business partnerships created to expand MENA NWC agenda

Africa

- AfWA Business Plan finalized and implemented
- NRW utility audits completed with agreement on performance improvement plans
- AfWA NRW Task Force increasingly active in technical leadership role
- Non-USAID donor participation in NRW program
- Grants awarded to young water professionals
- AMCOW's sanitation agenda supported by FABRI
- MENA NWC and AfWA high profiles at World Water Week 2013

Project Management

- Fulfilling expectations of USAID and regional partners on a timely basis

4. RESULTS / REQUIREMENTS MATRIX

Result 1: Middle East and North Africa Network of Centers of Excellence Established and Operating

Requirement	Activities	Objectives	Description	Deliverables	Time Frame	Experts (Lead in Bold)
1.1: Support MENA NWC Establishment	<i>Completed in Year One</i>					
1.2: Design a Trust Fund or Endowment to Help Ensure the Sustainability of the Network	Facilitate the Legalization Process for MENA NWC	<ul style="list-style-type: none"> ▪ Create an independent legal entity that can accept donor funds and manage an endowment fund 	FABRI/Secretariat is responsible for carrying out the legalization process for MENA NWC in association with the Founders Committee. The Network will be a private non-profit entity with an independent and accountable Board. It will be created in a jurisdiction that will allow it to operate tax-free and to accept contributions from diverse sources. FABRI will recruit and monitor the performance of the legal experts and ensure the project meets the requirements.	<ul style="list-style-type: none"> ▪ Articles of Association ▪ Legal registration ▪ Governance framework 	July 2013	Peter Reiss Shawki Barghouti Kathy Mikitin Christel Milazzo
	Develop a Fundraising Strategy and Action Plan for MENA NWC	<ul style="list-style-type: none"> ▪ Create a financially sustainable entity that will live and prosper after USAID funding ceases 	The fundraising strategy will explore various types of donors and financial mechanisms that the Network will manage. The emphasis will be on raising sufficient endowment capital to make the Network financially sustainable. It will identify potential multilateral and bilateral donors as co-financiers and interested private organizations in water issues in the MENA region, including sovereign wealth funds, diaspora, charitable organizations, and private corporations. It will set targets for	<ul style="list-style-type: none"> ▪ Fundraising strategy ▪ Action plan ▪ Promotional materials 	March 2013	Shawki Barghouti Razan Quossous Ra'ed Daoud Kathy Mikitin Christel Milazzo

Requirement	Activities	Objectives	Description	Deliverables	Time Frame	Experts (Lead in Bold)
			raising funds and guide the fundraising activities for MENA NWC.			
	Finalize Design of the Endowment Fund	<ul style="list-style-type: none"> ▪ Reach agreement with USAID and the Founders Committee on the design and procedures for the fund 	FABRI will finalize the design of the endowment fund in consultation with USAID and the Founders Committee. The design will be the basis for meetings with donors and others potential contributors.	<ul style="list-style-type: none"> ▪ Updated Network and Endowment Fund Profile 	April 2013	Kathy Mikitin Shawki Barghouti Peter Reiss Christel Milazzo
	Launch Fundraising Activities	<ul style="list-style-type: none"> ▪ Determine interest of likely donors to contribute to the Network ▪ Obtain a preliminary estimate of initial capital 	FABRI will pursue initial contacts made during the preparation of the strategy to obtain donor commitments.	<ul style="list-style-type: none"> ▪ Schedule for visits ▪ Minutes of meetings ▪ Regularly updated next steps 	From April 2013	Peter Reiss Kathy Mikitin Razan Quossous Shawki Barghouti Christel Milazzo
1.3: Support Operations of the MENA NWC Secretariat	Develop a Business Plan for MENA NWC	<ul style="list-style-type: none"> ▪ Develop and agree on a direction for MENA NWC over a five-year horizon ▪ Encourage Center and Founders Committee involvement in determining the Network's organization and direction 	The five-year business plan will clarify the core business of the Network, clarify anticipated expenditures, and identify potential and realistic revenue streams. Development of the plan requires visits to participating Centers, donors and businesses in the Middle East, U.S., and Europe. The document is also intended to attract investment by outside groups.	<ul style="list-style-type: none"> ▪ Business plan review and approved by the Founders Committee 	Completion June 2013	Peter Reiss Philip Giantris Shawki Barghouti Razan Quossous Ra'ed Daoud

Requirement	Activities	Objectives	Description	Deliverables	Time Frame	Experts (Lead in Bold)
	Develop Procurement and Other Guidelines to Facilitate Network Operations	<ul style="list-style-type: none"> As the Network develops and grows in Year Two, clarify procedures for smooth operation 	FABRI will remain as the operational Secretariat during Year Two. It will put in place operational procedures for the smooth and open management of the entity.	<ul style="list-style-type: none"> Operational guidelines to be shared with the Founders Committee and participating Centers, following approval by USAID 	Developed and revised over the period	Christel Milazzo Bethany Hu Peter Reiss
1.4: MENA NWC Founders Committee Established	Obtain Approval of Short-Listed Candidates	<ul style="list-style-type: none"> Receive USAID approval and Nominating Committee and Center no objection in order to proceed 	Prior to the convening of the Founders Committee, FABRI must obtain USAID approval for the seven short-listed candidates and agreement from the Nominating Committee and participating Centers.	<ul style="list-style-type: none"> Confirmation to proceed as planned or written modifications of the membership to USAID 	Subject to USAID approval, anticipated approval by December 1, 2012	Peter Reiss Christel Milazzo
	Finalize Draft Documents Supporting Founders Committee Governance	<ul style="list-style-type: none"> Clarify and formalize the roles and responsibilities of committee members 	Draft terms of reference (TOR) and operation procedures need to be finalized and then approved by the Founders Committee at its first meeting.	<ul style="list-style-type: none"> Final versions of the TOR and operating procedures 	February 2013	Peter Reiss Kathy Alison Kathy Mikitin Shawki Barghouti
	Convene Meetings of Founders Committee	<ul style="list-style-type: none"> Initiate and sustain an independent governance for the Network Operate the Network 	FABRI and the Secretariat will convene regular meetings of the Founders Committee, prepare the draft agenda, and document and implement Committee decisions.	<ul style="list-style-type: none"> Agendas and minutes of each meeting Reports on issues requiring special attention. 	First meeting convened in January 2013 with subsequent quarterly	Peter Reiss Kathy Alison Kathy Mikitin Shawki Barghouti

Requirement	Activities	Objectives	Description	Deliverables	Time Frame	Experts (Lead in Bold)
		transparently and regional ownership			meetings through the period	
	Establish and Convene Specialized Sub-Committees	<ul style="list-style-type: none"> ▪ Increase the engagement of committee members in Network matters ▪ Complete special requirements quickly and efficiently 	At the first meeting of the Founders Committee, the Secretariat will propose the immediate formation of three special sub-committees to oversee Network: legalization, business planning, and fundraising.	<ul style="list-style-type: none"> ▪ TOR for the subcommittees, ▪ Scope of work for the lawyer to support the legalization process ▪ Approval fundraising strategy ▪ Updates and progress reports 	Sub-committee formation at first Founders Committee meeting and follow-up meetings to carry out sub-committee functions	Peter Reiss Kathy Alison Kathy Mikitin Shawki Barghouti
	Operationalize an Empowered Founders Committee	<ul style="list-style-type: none"> ▪ Support and advance ownership of MENA NWC by participating Centers and other key stakeholders 	A prime objective of FABRI and of USAID is the creation of governance that will foster a new, sustainable entity in the Middle East focused on resolving longstanding water challenges. This activity seeks in various ways to empower Founders Committee members as a key first step through their oversight to technical and budget matters.	<ul style="list-style-type: none"> ▪ Founders Committee-approved annual work plan and budget 	Work plan and fiscal year of the Network are to be determined by the Founders Committee	Peter Reiss Kathy Alison Kathy Mikitin Shawki Barghouti
	Initiate MENA NWC Legalization Process	<ul style="list-style-type: none"> ▪ Legalize MENA NWC as an financially independent entity 	The Secretariat will work closely with the Founders Committee to complete the TOR for the legal experts, oversee the work of the legal term and provide them guidance, review any legal reports, and set overall direction for venue and conditions.	<ul style="list-style-type: none"> ▪ Legal document attesting to the status of MENA NWC able to carry out the full functions of any independent entity. 	Throughout the work plan period	Peter Reiss Kathy Mikitin Shawki Barghouti

Requirement	Activities	Objectives	Description	Deliverables	Time Frame	Experts (Lead in Bold)
	Nominate and Operationalize the Board of Directors	<ul style="list-style-type: none"> ▪ Create a representative board structure with the expertise and experience needed for fiduciary and general Network management 	The Board, chosen by the Founders Committee, will be the guiding and administrative body of the Network which is responsible for financial and strategic oversight; it will operate consistent with best practices for non-profit governance.	<ul style="list-style-type: none"> ▪ An invested Board of Directors with up to nine members 	September 2013	Peter Reiss Kathy Mikitin Shawki Barghouti
1.5: Technical Demonstration Activities of the Network Launched	Finalize Grants Manual	<ul style="list-style-type: none"> ▪ Establish procedures for grants selection and management in accordance with USAID regulations and DAI policies 	FABRI will prepare a Grants Manual that details the procedures for grant solicitation, award, management, recordkeeping, and closeout.	<ul style="list-style-type: none"> ▪ Grants Manual 	September 2012 – October 2012	Kenneth Ludwa Bethany Hu
	Track and Support Research Teams During Proposal Process	<ul style="list-style-type: none"> ▪ Follow research teams progress on proposals ▪ Provide support and feedback 	FABRI will develop a database of known proposals under development, and contact research teams monthly for progress updates. Based on these updates, FABRI will provide support and information where necessary.	<ul style="list-style-type: none"> ▪ Database of research proposals in progress 	Throughout the work plan period	Kenneth Ludwa Christel Milazzo
	Convene Thematic Partnership Meetings	<ul style="list-style-type: none"> ▪ Prioritize research proposals ▪ Organize research teams 	FABRI will convene meetings of the Thematic Partnerships, inviting MENA NWC scientists most actively involved within each theme (as demonstrated by work and communication on MENA NWC	<ul style="list-style-type: none"> ▪ Research proposal outlines 	November 2012-March 2013	Peter Reiss Kenneth Ludwa Kathy Alison

Requirement	Activities	Objectives	Description	Deliverables	Time Frame	Experts (Lead in Bold)
		<ul style="list-style-type: none"> ▪ Frame research proposals 	proposals).			
	Solicit and Screen Grants Proposals	<ul style="list-style-type: none"> ▪ Solicit research project proposals from MENA NWC Centers that advance the Network's objectives 	Under the Annual Program Statement (APS), issued August 3, 2012, FABRI will accept proposals until August 3, 2013. FABRI will receive proposals and screen them for eligibility.	<ul style="list-style-type: none"> ▪ Research proposals ▪ Initial feedback to Centers on proposals 	Throughout the work plan period	Kenneth Ludwa Peter Reiss Christel Milazzo
	Convene Technical Selection Committee and Recommend Grant awards	<ul style="list-style-type: none"> ▪ Create fair and open process ▪ Integrate concerns of USG ▪ Award grants that are innovative, cutting edge, and have concrete impact on water sector 	The Technical Selection Committee will consist of FABRI COP and Grants Manager, and two representatives of USAID or State. FABRI will distribute proposals to the Committee and convene the Committee within one month of receipt of each proposal. Where possible, FABRI will group proposals for the Committee meetings. If necessary, FABRI will consult with external experts for technical review. The Committee will review each proposal against the criteria in the APS, and decide by consensus to award the project as proposed, request modifications to the proposal prior to award, or decline the proposal. FABRI will document the Committee's decision and its basis.	<ul style="list-style-type: none"> ▪ Record of Technical Selection Committee decision for each proposal 	November 2012 – September 2013 First Committee meeting late November 2012	Kenneth Ludwa Peter Reiss Christel Milazzo

Requirement	Activities	Objectives	Description	Deliverables	Time Frame	Experts (Lead in Bold)
	Obtain USAID Approval for Grant Awards	<ul style="list-style-type: none"> ▪ Obtain USAID Contracting Officer's Representative (COR) Approval for Award/Decline Decisions ▪ Obtain USAID Contracting Officer (CO) Approval for Grant Awards 	FABRI will confirm Technical Selection Committee's award/decline recommendations with the COR. FABRI will obtain CO approval before awarding any grants.	<ul style="list-style-type: none"> ▪ Approval memorandum for COR and CO signature 	November 2012 – September 2013	Kenneth Ludwa Peter Reiss Christel Milazzo
	Negotiate and Award Grants	<ul style="list-style-type: none"> ▪ Modify proposed projects for cost-effectiveness and alignment with MENA NWC objectives ▪ Ensure grant awards will be consistent with USAID regulations and DAI policies ▪ Establish grant agreements 	For projects receiving award recommendations, FABRI may issue provisos for award. FABRI will send the investigators a letter with provisos, requesting modifications to the Technical Proposal and/or Cost Proposal. FABRI will review the modified proposal for responsiveness to provisos, and incorporate the proposal into the grant agreements. After negotiations are complete, FABRI will prepare separate grant agreements for each institution on the project team, and send the agreements for signatures	<ul style="list-style-type: none"> ▪ Proviso letters and final modified proposals ▪ Signed grant agreements 	November 2012 – September 2013	Kenneth Ludwa Bethany Hu Peter Reiss Christel Milazzo Nathalie Augustin

Requirement	Activities	Objectives	Description	Deliverables	Time Frame	Experts (Lead in Bold)
	Monitor Projects	<ul style="list-style-type: none"> ▪ Monitor project progress ▪ Identify implementation problems ▪ Ensure that grantees are meeting milestones ▪ Support grantees ▪ Ensure compliance with USAID and DAI policies 	FABRI staff will visit grantees at their home institutions or in grant project meetings, review progress reports, and check progress against proposed milestones, and offer support where needed.	<ul style="list-style-type: none"> ▪ Grant progress reports 	November 2012 – September 2013	Kenneth Ludwa Peter Reiss Shawki Barghouti Bethany Hu Christel Milazzo
	Review and Award Unsolicited Proposals for Regional Research Capacity Building	<ul style="list-style-type: none"> ▪ Use U.S.-led projects to build regional expertise and technology capacity ▪ Apply advanced technologies to regional issues 	FABRI will accept research and development proposals led by U.S. institutions. These proposals will address a regional need using technologies and expertise outside the capacity of regional researchers. FABRI will consult with the COR for awards to unsolicited proposals, and obtain CO approval.	<ul style="list-style-type: none"> ▪ Research proposals ▪ Approval memorandum for COR and CO signature 	November 2012 – September 2013	Kenneth Ludwa Peter Reiss Christel Milazzo

Requirement	Activities	Objectives	Description	Deliverables	Time Frame	Experts (Lead in Bold)
	Subcontract with Leading U.S. Research Institutions	<ul style="list-style-type: none"> ▪ Incorporate cutting-edge expertise and technologies into MENA NWC research program ▪ Expand research beyond the grants 	FABRI will engage U.S. partners through subcontracts. If the partner is from one of the existing FABRI U.S. university partners, we will establish a new task order. If it is a new university, we will establish a subcontract with the university first.	<ul style="list-style-type: none"> ▪ Subcontracts and task orders for U.S. university partners, including TOR for participation on MENA NWC research projects 	November 2012 – September 2013	Kenneth Ludwa Peter Reiss Bethany Hu Christel Milazzo
	Identify Training Needs and Opportunities	<ul style="list-style-type: none"> ▪ Solicit training needs from MENA NWC Centers ▪ Identify training needs and opportunities based on research projects 	In Thematic Partnership meetings and other engagements, FABRI will work with MENA NWC scientists to identify training needs and opportunities. FABRI will also identify training needs and opportunities based on new technologies proposed in research projects. The training may occur at the beginning of a project in order to use it in the project, or it may occur as peer-to-peer knowledge sharing during or after the project.	<ul style="list-style-type: none"> ▪ Memoranda laying out training needs and opportunities 	November 2012 – September 2013 First memo January 2013	Shawki Barghouti Kenneth Ludwa Peter Reiss Kathy Alison
	Develop and Present Training	<ul style="list-style-type: none"> ▪ Train MENA NWC scientists in methods and technologies for application to MENA NWC research ▪ Facilitate peer-to-peer 	FABRI will facilitate training for research teams when they hold working meetings. The training will rely on U.S. university experts engaged on the research teams. FABRI will also organize peer-to-peer training at MENA NWC meetings, to share results and lessons learned in MENA NWC research projects.	<ul style="list-style-type: none"> ▪ Training program materials 	January 2012 – September 2013	Shawki Barghouti Kenneth Ludwa Peter Reiss

Requirement	Activities	Objectives	Description	Deliverables	Time Frame	Experts (Lead in Bold)
		training, based on results of MENA NWC research				
1.6: Network Strengthening Through Private Sector Participation	Map Businesses in Selected Countries	<ul style="list-style-type: none"> ▪ Finalize the business mapping report in Jordan ▪ Develop profiles of businesses in the water sector ▪ Identify business partnership opportunities for MENA NWC 	FABRI will identify opportunities for MENA NWC business partnerships, particularly companies that are directly implementing water projects as investors; that are involved in water related or based industry/technology, and that have interest in introducing improvements on their water and wastewater management schemes, such as high water consuming industries in number of sectors.	<ul style="list-style-type: none"> ▪ Business Partnerships country reports in Morocco, the UAE, and Oman 	January-July 2013	Razan Quossous Said Ouattar Ouiam Lahlou Nemat Guenena
	Develop Strategy for Business Partnerships with MENA NWC	<ul style="list-style-type: none"> ▪ Broaden MENA NWC's interests and impact in the region ▪ Increase research and outreach funding 	Based on the completed private sector mapping activities in different countries, prepare a strategy for establishing business partnerships with the private sector.	<ul style="list-style-type: none"> ▪ Strategy for business partnerships with MENA NWC 	June-September 2013	Razan Quossous Shawki Barghouti Peter Reiss Kathy Alison
	Convene Business-Focused Roundtables	<ul style="list-style-type: none"> ▪ Target industrial and commercial interests to build alliances ▪ Refine the Network's agenda by 	Foster conversations among the private sector, the government, the research community, and civil society. These alliances and partnerships will prosper with political and financial backing. We will encourage Centers to host and facilitate the roundtable discussions and meetings, as much as possible.	<ul style="list-style-type: none"> ▪ 1 roundtable in Europe ▪ 1-2 roundtables in the U.S. ▪ 2 roundtables in the Middle East in member center countries 	January-December 2013	Razan Quossous Kathy Alison Shawki Barghouti Peter Reiss

Requirement	Activities	Objectives	Description	Deliverables	Time Frame	Experts (Lead in Bold)
		including private sector issues to attract investment				
	Formalize Business Partnerships	<ul style="list-style-type: none"> ▪ Cement relations with businesses ▪ Expand the funding for MENA NWC activities 	During the period, FABRI will seek to formalize financial partnerships with businesses in the Middle East, U.S. and Europe that provide additional technical and financial resources to the Network.	<ul style="list-style-type: none"> ▪ Signed memoranda of understanding, agreements ▪ Contracts formalizing service exchanges 	Through September 2013	Razan Quossous Peter Reiss Shawki Barghouti

Result 2: Integrated Water Resources Management Programming Strengthened

Requirement	Activities	Objectives	Description	Deliverables	Time Frame	Experts (Lead in Bold)
2.1: Strengthen the Legal and Regulatory Framework for IWRM	Develop and Disseminate IWRM Technologies and Practices	<ul style="list-style-type: none"> Strengthen research capacity and disseminate knowledge in agricultural water use efficiency and productivity 	FABRI expects to receive several proposals focusing IWRM. Through the proposal evaluation and grant award process (see Requirement 1.5), we will support the projects with the greatest potential to strengthen research capacity and disseminate knowledge in these areas.	<ul style="list-style-type: none"> Grant award Work plan Quarterly progress reports 	November 2012 – September 2013	Kenneth Ludwa Peter Reiss Christel Milazzo Shawki Barghouti
2.2: Implement Methodologies to Improve and Promote Efficient Use of Water	Develop Techniques for Water Harvesting and Flood Management	<ul style="list-style-type: none"> Test and implement IWRM methods for management of surface water and groundwater 	FABRI has received a proposal to adapt managed aquifer recharge (MAR) techniques to the region, using a pilot project, country level mapping of high-potential MAR sites using remote sensing data and hydrologic modeling, engagement with policy makers and stakeholders, and development of guidelines for MAR in the Middle East. The research team is the University of Jordan, International Center for Biosaline Agriculture, and the University of Nebraska. This project is a representative IWRM activity. FABRI will evaluate additional proposals and award additional grants to support IWRM activities.	<ul style="list-style-type: none"> Grant award Work plan Quarterly progress reports 	November 2012 – September 2013 Technical Selection Committee meets to evaluate proposal November 2012	Kenneth Ludwa Peter Reiss Christel Milazzo

Result 3: Access to Clean Water and Sanitation Improved in Target Countries

Requirement	Activities	Objectives	Description	Deliverables	Time Frame	Experts (Lead in Bold)
3.1: Strengthen the Performance of Water and Sanitation Providers	Strengthen the Africa Water Association as Regional Entity	<ul style="list-style-type: none"> ▪ Support AfWA as a technical leader in the Africa Water Sector ▪ Support USAID goals to strengthen regional institutions globally ▪ Establish a long-term vision for AfWA's financial viability 	A key goal of FABRI's Africa Component is to strengthen the technical and management capacities of two regional institutions: AfWA and AMCOW. For AfWA management strengthening, FABRI is supporting the development of a business plan and a communication and knowledge sharing plan in Conakry in November and the formation of the permanent AfWA Communications and Knowledge Sharing Task Force. For technical strengthening, see below.	<ul style="list-style-type: none"> ▪ Five year business plan for AfWA ▪ Communication and knowledge sharing plan for AfWA ▪ Formation of CKS Task Force under AfWA with TOR and protocols ▪ Presentations at international meetings and conferences 	September-December 2012	Philip Giantris Kathy Alison Juliana Filo Peter Reiss Hawa Meskinyar
	Convene Second NRW Meeting for Utilities	<ul style="list-style-type: none"> ▪ Incorporate utilities into NRW Program ▪ Schedule audits ▪ Highlight Task Force ▪ Introduce program to donors 	FABRI and AfWA will convene a second NRW meeting of participating utilities in Ouagadougou, Burkina Faso to orient them to the program, introduce the technical focus, discuss the audit process, and clarify their roles in the program. The meeting is an opportunity to showcase the NRW Task Force.	<ul style="list-style-type: none"> ▪ Workshop agenda ▪ Workshop technical materials ▪ Audit schedule ▪ Workshop proceedings in English and French 	October-November 2012	Kathy Alison Peter Reiss Malcolm Farley Julian Thornton Hawa Meskinyar
	Conduct NRW Audits and Assist with Planning Performance Improvement for Water Utilities	<ul style="list-style-type: none"> ▪ Gain a verifiable understanding of the water loss status in each utility 	FABRI in association with the AfWA Task Force will conduct audits of 26 utilities, including a water balance, institutional assessment, and initial performance improvement plan.	<ul style="list-style-type: none"> ▪ Model format for reports ▪ Audit reports of each utility participating in the program 	Through the period	Peter Reiss Malcolm Farley Julian Thornton Hawa Meskinyar

Strengthen the AfWA NRW Task Force	<ul style="list-style-type: none"> ▪ Raise the technical profile of AfWA as a leader and problem-solver in Africa 	A key program objection is to raise the leadership profile of AfWA through the formation, convening, engagement, and strengthening of the NRW Task Force. Members of the Task Force will play an increasingly key role in conducting the audit and carrying out the program. There will be regular meetings of the Task Force, coinciding with the AfWA Scientific and Technical Committee quarterly meetings.	<ul style="list-style-type: none"> ▪ Agendas and minutes of Task Force meetings ▪ Co-authored audit reports ▪ Workshop presentations ▪ Contributions to AfWA NRW Bulletin 	Through the period	Peter Reiss Kathy Alison Malcolm Farley Julian Thornton Hawa Meskinyar
Convene Meeting of Utility Managing Directors	<ul style="list-style-type: none"> ▪ Reach agreement on overall program objectives and process 	AfWA and FABRI will convene a meeting of the managing directors of participating utilities to review the results of Phase 1: Diagnostics and discuss Phase 2: Implementation.	<ul style="list-style-type: none"> ▪ Agenda for meeting ▪ Proceedings of agreements 	April-May 2013	Kathy Alison Peter Reiss Malcolm Farley Julian Thornton Hawa Meskinyar
Finalize Utility Performance Improvement Plans	<ul style="list-style-type: none"> ▪ Develop a document which clarifies FABRI and utility responsibility for NRW interventions and improvements 	Following the initial round of visits to all utilities to conduct the NRW audits, FABRI and the AfWA Task Force will finalize the improvement plans in consultation with the utilities. The goal is to identify groups of utilities for more efficient and cost effective implementation.	<ul style="list-style-type: none"> ▪ Performance Improvement Plan for each participating utility 	April-June 2013	Malcolm Farley Julian Thornton Kathy Alison Hawa Meskinyar
Develop Implementation Action Plan	<ul style="list-style-type: none"> ▪ Determine Phase 2 interventions 	Using the utility improvement plans as the foundation, FABRI will work with AfWA and donors to develop a program-wide implementation action plan on which to base project interventions and funding commitments.	<ul style="list-style-type: none"> ▪ Phase 2 NRW Program Implementation Action Plan 	July 2013	Peter Reiss Kathy Alison Hawa Meskinyar

	Coordinate Donor Participation	<ul style="list-style-type: none"> ▪ Increase the program's profile and the commitment of other key sector players ▪ Support the expansion of the program and the role of AfWA as a regional leader 	FABRI seeks to work with bilateral and multilateral donors in order to determine productive and useful financial and technical roles in the NRW Program. Their resources will expand the program geographically, enrich interventions in participating Centers, and provide sustained support following FABRI's close.	<ul style="list-style-type: none"> ▪ Promotional materials ▪ Memoranda of understanding ▪ Joint action plans and reports ▪ Joint presentations at international conferences 	Through the period	Peter Reiss Kathy Alison
	Finalize the Design and Implement the Young Water Professionals Small Grants Program	<ul style="list-style-type: none"> ▪ Provide research and implementation opportunities to young professionals to develop innovations 	FABRI will implement a small grants program under AfWA in association with young water professional (YWP) groups in east, west and south Africa. It will award grants that focus on creative and innovation approaches for non-revenue water reduction, expanding sanitation access and knowledge sharing.	<ul style="list-style-type: none"> ▪ YWP small grants framework ▪ Annual program statement to bidders ▪ 3-5 small grants awarded in non-revenue water 	Through the period	Peter Reiss Kathy Alison Hawa Meskinyar
3.2: Improve the Operating Environment for Water and Sanitation Service Providers	Strengthen the African Ministers' Council on Water (AMCOW) as a Regional Entity	<ul style="list-style-type: none"> ▪ Support AMCOW as a technical leader in the Africa Water Sector ▪ Support USAID goals to strengthen regional institutions globally ▪ Support AMCOW knowledge sharing efforts 	A key goal of FABRI's Africa Component is to strengthen the technical and management capacities to two regional institutions: AfWA and AMCOW. For AMCOW, FABRI will continue supporting two long-term technical staff through a grant. This grant fulfills a commitment made to AMCOW by the U.S. government. In addition, FABRI has been asked to assist in improving AMCOW's knowledge sharing efforts. To that end, the AMCOW director of communications	<ul style="list-style-type: none"> ▪ Finalized and activated grant agreement ▪ Work plan for two program managers ▪ Meeting reports ▪ Knowledge sharing plan, if requested by AMCOW following Conakry meeting 	Through the period	Philip Giantris Kathy Alison Hawa Meskinyar

	Finalize the Sanitation Program Design	<ul style="list-style-type: none"> Clarify FABRI's programmatic objectives and role in sanitation in Africa 	Following on the high-profile co-conveners role at Africa Water Week, FABRI will work with USAID, AMCOW, the Water and Sanitation Program of the World Bank and other key players in sanitation in Africa to determine the most useful and effective role it can play.	<ul style="list-style-type: none"> Program design document 	November 2012-February 2013	Peter Reiss Kathy Alison
	Implement the Sanitation Program	<ul style="list-style-type: none"> Have a pronounced impact on sanitation policy and interventions in Africa Strengthen AMCOW's leadership role in sanitation 	FABRI will most likely work at a high policy or coordination level in Africa, supporting AMCOW efforts, but USAID will determine its specific role based on donor to donor negotiations.	<ul style="list-style-type: none"> Reports, analyses and other documents Presentations at international and national conferences and meetings 	March through September 2013	Peter Reiss Kathy Alison
	Finalize the Design and Implement the Young Water Professionals (YWP) Small Grants Program	<ul style="list-style-type: none"> Provide research and implementation opportunities to young professionals to develop innovations 	FABRI will implement a small grants program under AfWA in association with YWP groups in east, west and south Africa. It will award grants that focus on creative and innovation approaches for non-revenue water reduction, expanding sanitation access and knowledge sharing.	<ul style="list-style-type: none"> YWP small grants framework Annual program statement to bidders 3-5 small grants awarded in sanitation 	Through the period	Peter Reiss Kathy Alison Hawa Meskinyar
3.3: Improve the Financial Sustainability of the Water and Sanitation Sector	Design and Implement a Utility Financial Sustainability Program	<ul style="list-style-type: none"> Use the NRW Program as the entry point for improved financial sustainability 	FABRI is awaiting instructions from USAID concerning the direction of financial sustainability efforts. Those efforts are likely to focus on non-revenue water since NRW is as a much as financial issue for utilities as it is a technical and operational or management challenge. USAID is currently in discussions with other donors about donor partnerships in this area.	<ul style="list-style-type: none"> Program design Action Plan Reports 	Through the period	Jeremy Hagger Peter Reiss Kathy Alison Hawa Meskinyar

Result 4: Research and Development Capacities in Irrigation, Groundwater Management, and Drought Risk Assessment and Mitigation Strengthened

Requirement	Activities	Objectives	Description	Deliverables	Time Frame	Experts (Lead in Bold)
4.1: Conduct Identification and Analysis of U.S., Regional, and International Water Programs Aimed at Promoting Efficient, Productive Use of Water in Agriculture in the MENA Region	Develop and Disseminate technologies and practices for Efficient, Productive Use of Water in Agriculture	<ul style="list-style-type: none"> ▪ Strengthen research capacity and disseminate knowledge in agricultural water use efficiency and productivity 	Network Centers are currently developing several proposals focusing on irrigation, groundwater management, and drought risk assessment and mitigation. Through the proposal evaluation and grant award process (see Requirement 1.5), we will fund the proposals with the greatest potential to strengthen research capacity and disseminate knowledge in these areas.	<ul style="list-style-type: none"> ▪ Grant award ▪ Work plan ▪ Quarterly progress reports 	November 2012 – September 2013	Kenneth Ludwa Peter Reiss Christel Milazzo
	Investigate Food Production Yield Gaps in the Middle East	Estimate food production capacity with available water supply Estimate need for additional land and water under different policy scenarios Prioritize research and inform agricultural policies to ensure food and water security Identify causes of yield gaps and locations where new technologies or technology	Through a subcontract with University of Nebraska – Lincoln (UNL), FABRI will support a project to evaluate the food production yield gap in the Middle East and North Africa, using methods previously applied in Africa, Asia, and Latin America. The project will build capacity in yield gap research at three MENA NWC Centers: Institute of Agronomy and Veterinary Science (IAV) in Morocco, the National Research Institute of Rural Engineering, Water, and Forests (INRGREF) in Tunisia, and the National Center for Agricultural Research and Extension (NCARE) in Jordan. The project will include training and research activities led by UNL, with the three Centers integrated into research activities.	<ul style="list-style-type: none"> ▪ Subcontract award ▪ Work plan ▪ Quarterly progress reports 	December 2012 – September 2013	Peter Reiss Kenneth Ludwa Christel Milazzo

Requirement	Activities	Objectives	Description	Deliverables	Time Frame	Experts (Lead in Bold)
		packages have greatest potential to close them Build capacity in yield gap research at MENA NWC Centers				

Result 5: Transboundary Water Cooperation Strengthened in Key River Basins

Requirement	Activities	Objectives	Description	Deliverables	Time Frame	Experts (Lead in Bold)
5.1: Conduct Analysis of U.S. and Regional Transboundary Water Cooperation Programs, with a Focus on the Euphrates, Tigris, and Nile Basins	Carry out Transboundary Cooperation Investigation	<ul style="list-style-type: none"> ▪ Analyze 10 cases of transboundary cooperation to identify best practices and lessons learned ▪ Use the lessons learned to design a transboundary pilot project 	FABRI has subcontracted Oregon State University (OSU) to prepare a report that analyzes transboundary water cooperation, to be used to design a pilot project in the Tigris-Euphrates basin.	<ul style="list-style-type: none"> ▪ Analysis of transboundary cooperation 	October-November 2012	Peter Reiss Aaron Wolf Jacob Petersen-Perlman
5.2: Produce Report	Finalize Report on Transboundary Water Cooperation	<ul style="list-style-type: none"> ▪ Complete report 	FABRI will work with OSU to complete the report and obtain USAID approval	<ul style="list-style-type: none"> ▪ Final report 	November-December 2012	Peter Reiss Aaron Wolf Jacob Petersen-Perlman
5.3: Distribute Report	Disseminate the Report	<ul style="list-style-type: none"> ▪ Disseminate the report widely 	FABRI will distribute the report to a wide audience in the U.S. government and others	<ul style="list-style-type: none"> ▪ Distributed report 	December 2012-January 2013	Peter Reiss
5.4: Present Findings of Analysis	Present the Report to USAID and Other Stakeholders	<ul style="list-style-type: none"> ▪ Attain support for the report findings 	FABRI will work with OSU to prepare the presentation.	<ul style="list-style-type: none"> ▪ Presentation to USAID other 	January-February 2013	Peter Reiss Aaron Wolf
5.5: Launch Pilot Project in Key River Basin	Initiate the Design of a Pilot Project in the Tigris-Euphrates Basin	<ul style="list-style-type: none"> ▪ Reach agreement on next steps for the pilot project design 	Given the unsettled situation across Syria with spillover to Turkey and Jordan, FABRI will work with USAID and State to determine when it is reasonable to launch a pilot project.	<ul style="list-style-type: none"> ▪ Initial pilot project guidelines leading to a design 	Unknown, given the politically tumultuous situation in Syria	Peter Reiss Faisal Rifai Mutaseem El Fadel

Result 6: Technical and Outreach Capacity of USAID Staff in Water and Sanitation Programming Enhanced

Requirement	Activities	Objectives	Description	Deliverables	Time Frame	Experts (Lead in Bold)
6.1: Increase the Technical Capacity of USAID Staff Relevant to Water and Sanitation	Share Results of Utility NRW Audits with USAID / Water Team and Africa Bureau Plus Africa Bilateral and Regional Missions	<ul style="list-style-type: none"> ▪ Raise awareness of the innovative work FABRI is doing in non-revenue water 	FABRI will compile and synthesize the results of NRW audits.	<ul style="list-style-type: none"> ▪ Synthesis report 	March - June 2013	Kathy Alison Peter Reiss Julian Thornton Malcolm Farley
6.2: Increase USAID's Visibility and Outreach on Water Issues	Represent USAID at Arab Water Week (AWW)	<ul style="list-style-type: none"> ▪ Raise profile of USAID based on FABRI's activities ▪ Identify potential donors and business partners to expand MENA NWC programs 	Design and deliver session on USAID / FABRI's initiation and successes of the MENA NWC. Session will highlight USAID's involvement in the launching of the MENA NWC and progress of the grants program and development of research programs.	<ul style="list-style-type: none"> ▪ Session at AWW 	Dec 2012 – January 2013	Kathy Alison Peter Reiss Kenneth Ludwa
	Represent USAID at World Water Week (WWW)	<ul style="list-style-type: none"> ▪ Raise profile of USAID based on FABRI's activities ▪ Identify potential donors and business partners to expand FABRI programs 	Design and deliver session to highlight USAID's involvement in Non-revenue water, sanitation and MENA NRW work through the FABRI project.	<ul style="list-style-type: none"> ▪ Session at WWW 	June - August 2013	Kathy Alison Peter Reiss Kenneth Ludwa Sylvain Usher

Project Management and Administration

Activities	Tasks	Description	Outputs	Time Frame	Experts (Lead in bold)
Deliverables and Reporting Requirements	Prepare Quarterly Progress Reports	FABRI will prepare progress reports every three months for submission to USAID.	Quarterly Progress Reports submitted to USAID for approval	October 20, 2012; January 10, 2013; April 10, 2013; July 10, 2013	Bethany Hu Peter Reiss Kenneth Ludwa Kathy Alison Hawa Meskinyar Christel Milazzo
	Write Summary Annual Progress Report and Annual Work Plan	FABRI will write a Summary Annual Progress Report and Annual Work Plan specifying a timetable for implementation of planned activities and deliverables.	Summary Annual Progress Report and Annual Work Plan submitted to USAID for approval	October 31, 2012	Kenneth Ludwa Peter Reiss Kathy Alison Bethany Hu Razan Quossous Kathy Mikitin Julie Carp
	Track the Completion of Standards and Deliverables	FABRI will track the completion of the standards and deliverables listed in the contract to ensure that all deliverables are submitted on time.	Record of completed standards and deliverables	Regularly throughout the year	Bethany Hu Julie Carp
	Submit Deliverables to Development Experience Clearinghouse (DEC)	FABRI will submit all required deliverables to the DEC.	Required deliverables submitted to DEC	Regularly throughout the year	Julie Carp Bethany Hu
	Design a Standard Format for All FABRI Reports and Deliverables	FABRI will design a standard format and cover page to use for all FABRI reports and deliverables.	Standard format for deliverables	October – November 2012	Kathy Alison Bethany Hu Julie Carp
	Store All Project Records in TAMIS	FABRI will ensure that all project records are stored in the Technical and Administrative Management Information System (TAMIS).	All project records stored in TAMIS	Regularly throughout the year	Julie Carp Bethany Hu

Contracts Management	Hold Weekly Contracts Meetings	FABRI will meet weekly with the DAI Contracts Manager to review the status of all pending contractual actions.	Contracting vehicles submitted to USAID for approval	Weekly throughout the year	Bethany Hu Peter Reiss Julie Carp
	Create Template for Letter of Authorization for FABRI Subcontractors, Consultants, and Partners	FABRI will create a template for a letter of authorization that will be sent to all new subcontractors, consultants, and partners informing them of their roles and responsibilities on FABRI.	Finalized templates for letters of authorization	November – December 2012	Bethany Hu
	Issue New Subcontracts, Independent Consultant Agreements, and Fixed Price Purchase Orders (FPPOs), as Necessary	FABRI will request the appropriate USAID consent/approval and will issue new subcontracts, independent consultant agreements, and Fixed Price Purchase Orders, as necessary, to implement project activities.	Signed subcontracts, independent consultant agreements, and purchase orders	Regularly throughout the year	Bethany Hu Julie Carp
	Review and Approve Invoices for Subcontractors, Consultants, and FPPOs	FABRI will review invoices for payment as they are received and submit them to the FABRI COP for final approval.	Payments sent to subcontractors, consultants, and vendors for work completed	Regularly throughout the year	Julie Carp Peter Reiss Bethany Hu
Project Procurement	Procure Office Supplies and Equipment for the Project Office	FABRI will procure office supplies and equipment on an as-needed basis for the project office.	Inventory items in the office and ready for use	Regularly throughout the year	Julie Carp Bethany Hu
Project Financial Management	Submit Monthly Invoices to USAID for Payment	FABRI will compile all costs and send invoices to USAID for payment on a monthly basis.	Final invoices submitted to USAID for payment	Monthly throughout the year	Julie Carp Peter Reiss Bethany Hu
	Maintain Overall Project Pipeline and Subcontractor and Independent Consultant Pipelines	FABRI will maintain a pipeline of overall project spending as well as individual pipelines for all subcontractors and independent consultants.	Updated monthly pipelines for overall project, subcontractor, and independent consultant budgets	Updated monthly throughout the year	Bethany Hu Julie Carp

Travel and Logistics	Organize Travel Logistics and Purchase Plane Tickets	FABRI will organize travel logistics and purchase plane tickets for all FABRI travelers and participants at workshops, conferences, and meetings.	Issued plane tickets	Regularly throughout the year	Julie Carp Bethany Hu
	Audit Employee Expense Reports	FABRI will review and approve expense reports for all FABRI travelers.	Approved expense reports	Regularly throughout the year.	Julie Carp Peter Reiss Bethany Hu
Recruitment and Staffing	Recruit for Middle East Activity Manager Position	FABRI will recruit a candidate to fill the Middle East Activity Manager position.	Middle East Activity Manager hired	October – November 2012	Peter Reiss Bethany Hu
	Provide Training and On-Boarding for New FABRI Team Members	The FABRI Operations Manager will provide training and on-boarding for all new FABRI team members.	Trained FABRI team members	Regularly as new team members are hired	Bethany Hu
Team Building	Hold Off-Site Team Planning Meeting	FABRI will hold an off-site Team Planning Meeting to define roles and responsibilities.	Clearly defined Scopes of Work for all FABRI team members	November 2012	Kathy Alison Peter Reiss Kenneth Ludwa Bethany Hu Hawa Meskinyar Julie Carp Christel Milazzo
Internal Project Reviews	Hold Quarterly Progress Review Meetings	FABRI will hold Quarterly Progress Review meetings with the DAI home office team to address any issues that come up and ensure that project progress remains on track.	Notes from Quarterly Progress Review meetings	Quarterly throughout the year	Bethany Hu Peter Reiss Kenneth Ludwa Hawa Meskinyar Christel Milazzo Julie Carp

5. YEAR TWO TIMEFRAME

Results/Requirements	Month												Deliverables
	1	2	3	4	5	6	7	8	9	10	11	12	
	October-12	November-12	December-12	January-13	February-13	March-13	April-13	May-13	June-13	July-13	August-13	September-13	
Result 1: MENA NWC Established and Operating													
<i>1.2: Design endowment to help ensure the sustainability of the network</i>													
Facilitate the Legalization Process for MENA NWC													Articles of Association Legal registration Governance framework
Develop a Fundraising Strategy and Action Plan for MENA NWC													Fundraising strategy Action plan Promotional materials
Finalize Design of the Endowment Fund													Updated Network and Endowment Fund Profile
Launch Fundraising Activities													Schedule for visits Minutes of meetings Regularly updated next steps
<i>1.3: Support the operations of the MENA NWC Secretariat/Interim Management Unit (IMU)</i>													
Develop a Business Plan for MENA NWC													Business plan review and approved by the Founders Committee
Develop Procurement and Other Guidelines to Facilitate Network Operations													Operational guidelines to be shared with the Founders Committee and participating Centers, following approval by USAID

Results/Requirements	Month												Deliverables
	1	2	3	4	5	6	7	8	9	10	11	12	
	October-12	November-12	December-12	January-13	February-13	March-13	April-13	May-13	June-13	July-13	August-13	September-13	
1.4: Established MENA NWC Founders Committee													
Obtain Approval of Short-Listed Candidates													Confirmation to proceed as planned or written modifications of the membership to USAID
Finalize Draft Documents Supporting Founders Committee Governance													Final versions of the terms of reference and operating procedures
Convene Meetings of Founders Committee													Agendas and minutes of each meeting Reports on issues requiring special attention.
Establish and Convene Specialized Sub-Committees													TOR for the subcommittees, Scope of work for the lawyer to support the legalization process Approval fundraising strategy Updates and progress reports
Operationalize an Empowered Founders Committee													Founders Committee- approved annual work plan and budget
Initiate MENA NWC Legalization Process													Legal document attesting to the status of MENA NWC able to carry out the full functions of any independent entity.
Nominate and Operationalize the Board of Directors													An invested Board of Directors with up to nine members
1.5: Launch technical and demonstration activities													
Finalize Grants Manual													Grants Manual

Results/Requirements	Month												Deliverables
	1	2	3	4	5	6	7	8	9	10	11	12	
	October-12	November-12	December-12	January-13	February-13	March-13	April-13	May-13	June-13	July-13	August-13	September-13	
Track and Support Research Teams During Proposal Process													Database of research proposals in progress
Convene Thematic Partnership meetings													Research proposal outlines
Solicit and Screen Grants Proposals													Research proposals Initial feedback to Centers on proposals
Convene Technical Selection Committee and Recommend Grant awards													Record of Technical Selection Committee decision for each proposal
Obtain USAID approval for grant awards													Approval memorandum for COTAR and CO signature
Negotiate and Award Grants													Proviso letters and final modified proposals
Monitor Projects													Meeting reports
Review and award unsolicited proposals for regional research capacity building													Research proposals
Subcontract with Leading U.S. Research Institutions													Subcontracts and task orders for U.S. university partners, including terms of reference for their participation on MENA NWC research projects
Identify training needs and opportunities													Memoranda laying out training needs and opportunities
Develop and present training													Training program materials

Results/Requirements	Month												Deliverables
	1	2	3	4	5	6	7	8	9	10	11	12	
	October-12	November-12	December-12	January-13	February-13	March-13	April-13	May-13	June-13	July-13	August-13	September-13	
1.6: Strengthen Network through private sector participation													
Map Businesses in Selected Countries													Business Partnerships country reports in Morocco, the UAE, and Oman.
Develop Strategy for Business Partnerships with MENA NWC													Strategy for business partnerships with MENA NWC
Convene Business- Focused Roundtables													1 roundtable in Europe 1-2 roundtables in the U.S. 2 roundtables in the Middle East in member center countries
Formalize Business Partnerships													Signed memoranda of understanding, agreements Contracts formalizing service exchanges
Result 2: Integrated Water Resource Management Programming Strengthened													
2.1: Strengthen the legal and regulatory framework for IWRM													
Develop And Disseminate IWRM Technologies and Practices													Grant award Work plan Quarterly progress reports
2.2: Implement methodologies to improve and promote efficient use of water													
Develop Techniques for Water Harvesting and Flood Management													Grant award Work plan Quarterly progress reports

Results/Requirements	Month												Deliverables
	1	2	3	4	5	6	7	8	9	10	11	12	
	October-12	November-12	December-12	January-13	February-13	March-13	April-13	May-13	June-13	July-13	August-13	September-13	
Result 3: Access to Clean Water and Sanitation Improved in Target Countries													
3.1: Strengthen the performance of water and sanitation service providers													
Strengthen the Africa Water Association as Regional Entity													Five year business plan for AfWA Communication and knowledge sharing plan for AfWA Formation of CKS Task Force with TOR and protocols Presentations at international meetings and conferences
Convene Second NRW Meeting for Utilities													Workshop agenda Workshop technical materials Audit schedule Workshop proceedings in English and French
Conduct NRW Audits and Assist with Planning Performance Improvement for Water Utilities													Model format for reports Audit reports of each utility participating in the program
Strengthen the AfWA NRW Task Force													Agendas and minutes of Task Force meetings Co-authored audit reports Workshop presentations Contributions to AfWA NRW Bulletin
Convene Meeting of Utility Managing Directors													Agenda for meeting Proceedings of agreements

Results/Requirements	Month												Deliverables
	1	2	3	4	5	6	7	8	9	10	11	12	
	October-12	November-12	December-12	January-13	February-13	March-13	April-13	May-13	June-13	July-13	August-13	September-13	
Finalize Utility Performance Improvement Plans													Performance Improvement Plan for each participating utility
Develop Implementation Action Plan													Phase 2 NRW Program Implementation Action Plan
Coordinate Donor Participation													Promotional materials Memoranda of understanding Joint action plans and reports Joint presentations at international conferences
Finalize the Design and Implement the Young Water Professionals Small Grants Program													YWP small grants framework Annual program statement to bidders 3-5 small grants awarded for NRW
3.2: Improve the operating environment for water and sanitation service providers													
Strengthen the African Ministers' Council on Water (AMCOW) as a Regional Entity													Finalized and activated grant agreement Work plan for two program managers Meeting reports Knowledge sharing plan, if requested by AMCOW
Finalize the Sanitation Program Design													Program design document
Implement the Sanitation Program													Reports, analyses and other documents Presentations at international and national conferences and meetings
Finalize the Design and Implement the Young Water Professionals Small Grants Program													YWP small grants framework Annual program statement to bidders 3-5 small grants awarded in sanitation

Results/Requirements	Month												Deliverables
	1	2	3	4	5	6	7	8	9	10	11	12	
	October-12	November-12	December-12	January-13	February-13	March-13	April-13	May-13	June-13	July-13	August-13	September-13	
3.3: Improve the financial sustainability of the water and sanitation sector													
Design and Implement a Utility Financial Sustainability Program													Program design Action Plan Reports
Result 4: Research and Development Capacities in Irrigation, Groundwater Management, and Drought Risk Assessment and Mitigation Strengthened													
4.1: Identify and assess programs promoting efficient use of water in ag in MENA region													
Develop and Disseminate technologies and practices for Efficient, Productive Use of Water in Agriculture													Grant award Work plan Quarterly progress reports
Investigate Food Production Yield Gaps in the Middle East													Grant award Work plan Quarterly progress reports
Result 5: Transboundary Water Cooperation Strengthened in Key River Basins													
5.1: Conduct analysis of U.S. and regional transboundary water cooperation programs, with a focus on the Euphrates, Tigris, and Nile basins													
Carry out Transboundary Cooperation Investigation													Analysis of transboundary cooperation
5.2: Produce report on U.S. and regional transboundary water cooperation programming													
Finalize Report on Transboundary Water Cooperation													Final report
5.3: Distribute report on U.S. and regional transboundary water cooperation programming													
Disseminate the Report													Distributed report

Results/Requirements	Month												Deliverables
	1	2	3	4	5	6	7	8	9	10	11	12	
	October-12	November-12	December-12	January-13	February-13	March-13	April-13	May-13	June-13	July-13	August-13	September-13	
5.4: Present findings of analysis													
Present the Report to USAID and Other Stakeholders													Presentations to USAID and stakeholders
5.5: Launch pilot project in key river basin													
Initiate the Design of a Pilot Project in the Tigris-Euphrates basin													Initial pilot project guidelines leading to a design
Result 6: Technical and Outreach Capacity of USAID Staff in WASH Programming Enhanced													
6.1: Increase the technical capacity of USAID staff relevant to water and sanitation													
Share results of utility NRW audits with USAID / Water Team and Africa Bureau plus Africa bilateral and regional missions													Synthesis report
6.2: Increase USAID's visibility and outreach on water issues													
Represent USAID at Arab Water Week													Session at AWW
Represent USAID at World Water Week													Session at WWW