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FURTHER ADVANCING THE BLUE REVOLUTION INITIATIVE (FABRI)

**FIRST NINETY DAYS WORK PLAN:
SEPTEMBER 15-DECEMBER 14, 2011**

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DAI (Prime Contractor)

Subcontractors

ECO Consult (Jordan)

Ecotact (Kenya)

Planet Partnerships

Training Resources Group, Inc.

Utah State University

Resource Organizations

Cardo EMG

CDR Associates

Environment & Development Group - EDG (Egypt)

Environmental Law Institute (ELI)

Environmental Quality International (Egypt)

Hydro-Yemen (Yemen)

MaSca (Morocco)

Malcolm Farley Associates (UK)

Oregon State University

Orient Engineering

Riverside Technology, inc. (RTi)

SETS-Water and Environment (Lebanon)

Texas A&M University

University of California at Davis

University of Florida

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DISCLAIMER

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Further Advancing the Blue Revolution Initiative Ninety Day Work Plan

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ACRONYMS

ACWUA	Arab Countries Water Utilities Association
AfWA	African Water Association
AMCOW	African Ministers' Council on Water
COTR	Cognizant Technical Officer
ETIC	Euphrates-Tigris Initiative for Cooperation
FABRI	Further Advancing the Blue Revolution
ICARDA	Instituting Water Demand Management in Jordan Program (USAID)
IMU	Interim Management Unit
IWRM	Integrated Water Resources Management
MEDRC	Middle East Desalination Research Center
MENA NWC	Middle East and North Africa Water Centers of Excellence
NRW	Non-Revenue Water
OMEF	Office of Middle East Programs
ORSAM	Middle Eastern Center for Strategic Studies
RFA	Request for Applications
SIWI	Stockholm International Water Institute
TAMIS	Technical, Administrative and Management Information System
TRG	Training Resources Group
UNESCO-IHE	UNESCO-Institute for Water Education
USG	United States Government
WASH	Water, Sanitation and Hygiene

1. OVERALL APPROACH

Our approach to implementing FABRI emphasizes partnerships—between and among the scientific community, governments, universities and research institutions, the private sector, and civil society—to achieve the project’s goals and to ensure that the water sector in the Middle East and Africa is capable of sustaining, and building on, those achievements after the project has closed. We will forge intellectual and financial partnerships among the water sector’s major players to create an integrated process that spans the identification and design of new approaches and technologies to their production and adoption. Investments and advances in the water sector will improve economic output, agricultural returns, and public health to ease economic burdens and alleviate human suffering.

FABRI will launch and establish a new regional water network, strengthen IWRM programming, improve the long-term viability of water and sanitation service providers, rationalize water allocations and use, encourage collaboration among riparians in transboundary river basins, and raise USAID staff skills and Agency visibility in water and sanitation. We emphasize immediate start-up, rapid response, and, above all, a close partnership with the Middle East and Africa bureaus and the Department of State.

Our implementation methodology will multiply project impact by working on three major implementation fronts simultaneously: knowledge creation, capacity building, and opportunity expansion. We add to this mix a fourth key element—regular, internal technical audits—to track progress and adjust direction as the rapidly changing political and natural environment of Africa and the Middle East demands.

2. MOBILIZATION STATUS

To date, FABRI has accomplished the following as part of its start-up process:

- The entire U.S.-based long-term technical team, including the Chief of Party, Peter Reiss, the Deputy Chief of Party, Ken Ludwa, the Information Management Specialist, Stacy Whittle, and the Project Coordinator, Keith Nelson, is in place in the DAI home office, fully dedicated to FABRI.
- Part-time expert, Mac McKee of Utah State University, the Research and Development Technical Cluster Leader, is fully engaged in the project and is currently designing the grants fund and opportunity survey of MENA NWC centers.
- Razan Qoussous, Middle East Private Investment Expert, and Lina Sheqem, Grants Coordinator, of ECO Consult are prepared to begin immediately.
- The Oracle-based billing system is designed and activated.

- DAI has requested consent to subcontract for ECO Consult, Planet Partnerships, and Utah State and is preparing subcontracts for Ecotact, University of Florida, Texas A&M, and University of California at Davis.
- We are preparing consultant agreements with Jeremy Hagger to help coordinate the Africa program, Kathy Mikitin to lead governance and trust fund efforts for MENA NWC, and Mindy Michaels to develop social media tools for both FABRI and MENA NWC.
- FABRI has already submitted a 30-day work plan for USAID review.
- FABRI is organizing a team planning meeting for the weeks of 24 and 31 October to bring the lead members of the technical team to develop a unified approach for implementation and prepare the first annual work plan.
- FABRI management convened a meeting of representatives of all of the offices of DAI that will be involved in project implementation (Finance, Security, Audits, Contracts, IT, Business Processes, Database Management, Procurement) to introduce the project. Those offices have now designated support teams to the project.
- An online project-specific Technical, Administrative and Management Information System (TAMIS) is under construction and nearly complete.

3. WORK PLAN FORMAT

The work plan covers the period from the contract award on September 15, 2011 through December 14, 2011. This is a period of project mobilization and stabilization. Most importantly, it will be a time of rapid implementation for an audience that has expressed a desire to move ahead as quickly as possible. The work plan focuses on the six Results, taking each one in turn to discuss our approach and anticipation actions. We provide a timeline in Annex C to indicate the flow of efforts over the coming months. Thirty days after this work plan is due, FABRI must submit a first year annual work plan that will clarify and extend many of the activities that are first presented here.

4. RESULTS

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

Ninety-Day Objectives

- Establish and activate the Nominating Committee
- Form the Founders Committee based on Nominating Committee recommendations
- Convene the first meeting of the Founders Committee
- Assess the research interests and requirements of centers in MENA NWC
- Design the protocols for the Policy, Research and Development Grants fund
- Design and hold the second regional meeting of MENA NWC centers
- Initiate the creation of two to three Thematic Partnerships
- Create a Facebook page for MENA NWC
- Conduct external scan of regional water associations to assess how they communicate and share knowledge

Description and Approach

The first 90 days of the contract will set the stage for the launching of MENA NWC. During this period, FABRI will seek to regain the momentum that was generated by the first meeting of the Network in Doha in late February and early March 2011. It will act on many of the recommendations and agreements that were formed at the Doha meeting with reference to both management and technical matters. The project will activate governance units, most particularly the Nominating Committee that will identify, vet and largely determine the composition of the Founders Committee, an entity that will ultimately transition into a formal Board of Directors. It will also establish an Interim Management Unit in Amman that will ultimately transition into the Network's formal Secretariat. The FABRI team will do a complete overhaul and redesign of the website. We will also begin work on developing a platform for knowledge sharing.

Requirement 1.1: Support Establishment of MENA NWC

During the first 90 days, FABRI will work with USAID to determine the composition of the Network's members as the initial group that has submitted letters of intent. At the time of writing this work plan, ten centers have committed to joining formally:

Morocco:	Institute of Agronomy and Veterinary Science Hassan II International Institute of Water and Sanitation under the National Office of Potable Water
Jordan:	Jordan University of Science and Technology National Center for Agricultural Research and Extension Royal Scientific Society
West Bank/Gaza:	Water and Environmental Studies Institute in An Najah University
Qatar:	Qatar National Food Security Program

International: International Center for Biosaline Research
International Center for Agricultural Research in Dry Areas
International Water Management Institute

This core group has met the threshold of seven centers in four countries. On that basis, USAID has announced the creation of the Network. FABRI will work closely with USAID and other members of the U.S. Interagency Design Committee to translate the centers' acceptance into a formal entity. To that end, it will design and help convene the second meeting of the Network in Muscat, Oman during the first half of December. We have proposed the creation of a meeting committee with the Middle East Desalination Research Center (MEDRC) that will co-host the event with USAID. The meeting will focus on both governance and technical issues.

Requirement 1.2: Design a Trust Fund or Endowment to Help Ensure the Sustainability of the Network

FABRI will revisit and update the initial framework that was prepared for the Doha meeting. The framework will be on the agenda for the first meeting of the Founders Committee.

Requirement 1.3: Support Operations of the MENA NWC Secretariat

The Interim Management Unit is in place. Peter Reiss is acting as Temporary Director as of the contract award date. In addition, dedicated space has been set aside in the offices of ECO Consult in Amman. Two part-time team members based in ECO Consult are available to the project: Razan Qoussous who is Middle East Private Investment Expert and Lina Sheqem who is Policy and Research and Development (PR&D) Grants Coordinator. They will be joined as of 24 October by Basem Telfah who will full a full-time member of the FABRI technical team as Water and Sanitation Technical Cluster Leader and FABRI's physical presence in the IMU in Amman.

During of the week of 24 October, FABRI's technical team will assemble at DAI in Bethesda, Maryland to discuss the first annual work plan. A major topic for the planning meeting will be about strengthening the Secretariat as a key operating unit of the Network.

During the first ninety days of the contract, FABRI will prepare plans to conduct a business plan of the Network to be conducted from mid-December over a six month period. Philip Giantris of Valu Add will begin the five-year business planning process at the beginning of January 2012. Within five months of start-up, FABRI will present an organizational structure and list of proposed secretariat staff to the Founders Committee for concurrence and to USAID for contract approval.

FABRI will also explore suitable platforms and technologies to enhance communication and knowledge manage efforts among members and with the Secretariat. Social media methods, including Facebook and Twitter, will be examined for integration into the Network's operations. Online tools for raising awareness of the network, knowledge creation and management will mark the beginning of something exciting and new for the Network. Within the first ninety days, we will design a Facebook page.

Requirement 1.4: MENA NWC Founders Committee Established

At the Doha meeting, six members of Network centers volunteered to serve on a Nominating Committee that will identify, vet and select the final composition of the Founders Committee, subject to no objection by member centers. At the Doha meeting, six members of center volunteered to be members of a Nominating Committee that will identify, vet and select the final composition of the Founders Committee, subject to no objection by member centers. In addition, two U.S. government (USG) officers would round out the committee. Currently, there are six confirmed members of the Nominating Committee, four from Centers and two from the USG. FABRI has drawn up terms of reference, processes, and procedures for the Nominating Committee which it will share with members. FABRI's goal is to finalize the composition of the Founders Committee in time for it to meet at the Muscat meeting on 6 December 2011. Over the coming year and through the legal registration of the Network, FABRI will support the convening of the committee, preparation of meetings, and distribution of agreements. These efforts are consistent with its role as providing the Network's Interim Management Unit.

We intend to launch the operations of the Nominating Committee with a circulation of draft documents for review and agreement and a follow-up conference call. We expect that much of the work exchanges will be done using email, but FABRI could organize a physical meeting of the committee if the need arises. We expect now it will not be necessary. The committee will dissolve itself upon the seating of the Founders Committee.

Requirement 1.5: Technical, Demonstration Activities of the Network Launched

In preparation for the Muscat meeting, FABRI will carry out a number of major efforts over the first ninety days of the contract, including:

- **Design and conduct an opportunity survey of centers in the Network.** FABRI requires a clear understanding of the research priorities and needs of member centers. Although we had considered organizing visits by the U.S. university partners to the centers, we have decided it would be expensive and of dubious utility. Instead, we intend to prepare a question list that will be used by in-country resources who will meet with the centers. Following this data collection, FABRI members will conduct telephone interviews with each center to clarify the contents and ask further probing questions. In some cases, it may be necessary to visit certain centers. As FABRI has representatives in most of the countries, are we are likely them to visit the centers rather than make expensive, international trips. We will share the results of the opportunity survey with the participants at the Muscat meeting.
- **Develop a list of research and training requirements of centers.** We will use the results of the survey to identify clustered research priorities as a way of determining high interest Thematic Partnerships. The results will also indicate greatest research needs. FABRI seeks to build strengths in the centers in the entire research process, including conceptualization of a research problem, preparation of a technical proposal, budget construction, monitoring award progress, and new techniques and methodologies.

- **Design and develop protocols for the Policy, Research and Development Grants fund.** Ken Ludwa and Mac McKee will develop protocols for the grants program to be presented at the Muscat meeting to the Thematic Partnerships. These protocols will be used as guidelines in proposal solicitation among center members. Our approach is to identify three to four major topics at the Thematic Partnership level. For each one, we will use the survey and conversations to determine the highest priority topics within that partnership. Those topics will serve as areas for grant solicitations.
- **Identify and launch Thematic Partnerships at the Muscat Meeting.** FABRI will identify and launch roughly three Thematic Partnerships in the first 90 days, not including the Thematic Partnership on groundwater that is being funded by OMEP through UNESCO-IHE. Some others are already under discussion growing out of the FABRI contact or otherwise, including desalination, integrated water resources management, and water and sanitation. FABRI will need to confirm a consensus around these topics and decide if additional topics are needed during. We will also work with the centers to determine other members of the partnerships beyond the centers, including government, the private sector and civil society organizations that could be invited to the December meeting.
- **Work closely with other parallel efforts, including the OMEP award to UNESCO-IHE.** OMEP has awarded a \$2.9 million award to UNESCO-IHE to launch and support a Thematic Partnership (what they call a “sub-net”) on groundwater. FABRI will work in close partnership with UNESCO-IHE and, in the short run, has asked them to attend the team planning meeting starting 24 October, share or debrief trips to the region to conduct surveys, and attend the Muscat meeting in early December. We would like to see as much work in parallel as is feasible. Our concern is that the two efforts – FABRI and UNESCO-IHE – seek many of the same goals but have very different approaches. FABRI will work through centers to build their strengths resulting in a sustainable network. UNESCO will work through individual consultants from the region, hired directly by UNESCO, many of them from the same centers. What are the implications for institutional sustainability and for the availability of experts hired with different ways of remunerating services?
- **Work with the Thematic Partnerships on communication procedures and tools.** Stacy Whittle will work with the Thematic Partnerships at the Muscat meeting to determine appropriate means for communication among the members, including a dedicated Facebook page.

Requirement 1.6: Network Strengthening through Private Sector Participation

FABRI will convene of a meeting of its private sector team, under the leadership of David Kuria of Ecotact to develop an overall private investment strategy for FABRI and specifically a private sector participation approach for MENA NWC. In addition, FABRI will identify possible private sector participants to attend the Muscat meeting, who will be potentially interested in joining specific Thematic Partnerships.

Ninety-Day Deliverables

- Terms of reference, process, and procedures for the Nominating Committee
- Established and operating Nominating Committee that is identifying and vetting candidates for the Founders Committee
- Slate of candidates identified and vetted
- Founders Committee
- Second regional meeting of MENA NWC to be held in Muscat
- Questionnaire to be used with MENA NWC centers to determine opportunities and challenges as a first step in developing capacity building programs
- Results of a survey of the centers
- Initial set of Thematic Partnerships
- Facebook page for MENA NWC
- Report on communication options for Thematic Partnerships
- Press release on the joining of centers
- Proceedings of the Muscat workshop, including multi-media products

Supervision: This result is supervised by Peter Reiss, FABRI Chief of Party and Temporary Director of the Interim Management Unit (IMU) of MENA NWC. He will be supported by Ken Ludwa, DCOP and Grants Manager, Mac McKee, Research and Development Technical Cluster Leader and Stacy Whittle, FABRI Information Management Specialist.

Result 2: Integrated Water Resources Management Programming Strengthened

Ninety-Day Objectives

- Develop work plan for IWRM Strengthening
- Launch MENA NWC IWRM Thematic Partnership
- Determine communication preferences and develop communication approaches for IWRM Thematic Partnership members

Description and Approach

Our approach is to fully integrate Result 2 into the operations of MENA NWC. FABRI will develop regional principles and guidelines for IWRM, and work with target countries to develop, revise, and update their legal, regulatory, and institutional frameworks for implementing IWRM. IWRM strengthening will be implemented through the MENA NWC IWRM Thematic Partnership. During the first 90 days, FABRI will launch the IWRM Thematic Partnership (as described in Requirement 1.5). With FABRI's guidance and support, the Thematic Partnership will develop a work plan for IWRM Strengthening.

FABRI will inform the MENA NWC member centers about the planned IWRM strengthening activity, invite member centers to participate, and request statements of interest from member centers to identify which Centers will be involved.

As described in Requirement 1.5, FABRI will survey member centers within this Thematic Partnership to identify clustered research and development capacity-building needs, such as conceptualization of a research problem, preparation of a technical proposal, budget construction, financial management, monitoring award progress, and new techniques and methodologies.

As a basis for the development of communication and knowledge management tools within this activity (beyond 90 days), FABRI will also survey member centers to determine how they want to communicate and collaborate within the Thematic Partnership, and what support they need from the Secretariat. FABRI will document the communication and support survey in a memo. FABRI will use these results as a basis for development of knowledge management and communication tools (beyond 90 days).

In advance of the MENA NWC meeting, FABRI will prepare a draft Terms of Reference for the IWRM Thematic Partnership and a notional IWRM Strengthening work plan. The Terms of Reference will establish how the Thematic Partnership will prepare proposals and undertake research and knowledge transfer activities.

The IWRM Thematic Partnership will be convened at the MENA NWC meeting in December 2011 in Muscat, Oman. At the Oman meeting, the Thematic Partnership review and revise the draft Terms of Reference prepared by FABRI, and ratify a final terms of reference. The Thematic Partnership will also develop an IWRM Strengthening work plan to identify countries, activities, schedule, and deliverables; in this work plan, the Thematic Partnerships will develop

and refine its own approaches, using the draft work plan provided by FABRI. The final IWRM Strengthening work plan will be developed at the Oman meeting and finalized within a week following the meeting.

Ninety-Day Deliverables

- Email to MENA NWC member centers to invite participation in IWRM Thematic Partnership
- Collected statements of interest from MENA NWC member centers for participation in IWRM Thematic Partnership
- Notional work plan for IWRM Strengthening
- Final work plan for IWRM Strengthening
- Memo on communications and knowledge management needs for IWRM Thematic Partnership

Supervision: FABRI IWRM Cluster Leader, Kenneth Ludwa, will facilitate IWRM activities. A chair from among the Thematic Partnership member institutions will organize and moderate the Thematic Partnership. A U.S. university partner will provide support to the Thematic Partnership.

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

Ninety-Day Objectives

- Determine Africa Bureau interest in proceeding with the proposed activities
- Use the Team Planning Meeting in late October to solidify the first annual work plan
- Meet with representatives of regional associations in Africa and the Middle East to determine their interest in proceeding as planned and determine a schedule to initiate efforts
- Support the start-up and operations of the Non-Revenue Water Task Force of ACWUA
- Determine current AfWA communications approaches as a first step in upgrading their tools and systems

Description and Approach

We have proposed a focused but ambitious program in water and sanitation that was largely to be implemented in Africa. Early meetings with the COTR, the OMEP water expert, and the USAID/Egypt water specialist soon after the award indicated an interest in implementing this Result in the Middle East, as well. The addition of water and sanitation to MENA NWC's technical agenda will require discussion and agreement by member centers. We intend to develop an overall implementation strategy and action plan for Year 1 at the week of 24 October Team Planning Meeting.

Requirement 3.1: Strengthen the Performance of Water and Sanitation Service Providers

Under this requirement, we proposed focusing on three key issues facing utilities in both Africa and the Middle East: reducing non-revenue water, improving utility planning, and expanding sanitation services for the urban poor. We have met with Sylvain Usher, Secretary General of the Africa Water Partnership, a regional association of more than one hundred utilities in 43 countries. He confirmed his association's interest in all three areas. AfWA is in the process of launching a NRW task force with members from utilities in Ghana, Cote d'Ivoire, Rwanda, and Uganda. He offered to hold a first meeting of the task force during the late November meetings of the Scientific and Technical Council in Marrakesh that is preparing for the AfWA's 16th Congress from 20 to 23 February 2012. FABRI plans to send Basem Telfah, Water and Sanitation Cluster Leader and Malcolm Farley, NRM expert to Marrakesh for both meeting to develop an action plan. AfWA also has a committee on governance that can work with FABRI on corporatization issues. For sanitation services, David Kuria will develop a strategy and initial design for the effort, including the use of African Small Grants.

FABRI will work with AfWA to being to develop a communications action plan for assistance.

Ninety-Day Deliverables

- Overall strategy and action plan for implementing Result 3
- Presentation to the NRW task force in late November

- Communications and knowledge management needs for AfWA

Supervision

Result 3 will be managed by Basem Telfah, Water and Sanitation Technical Cluster Leader. He will work closely with David Kuria, Private Investment Cluster Leader and Stacy Whittle, IM Specialist.

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

Ninety-Day Objectives

- Develop an initial work plan for Water Use Efficiency and Productivity
- Launch MENA NWC IWRM Thematic Partnership
- Determine an appropriate communications approach for the IWRM Thematic Partnership members

Description and Approach

Our approach is to integrate Result 4 into the operations of MENA NWC, to the fullest extent possible. FABRI will identify the most promising and regionally-relevant technologies and techniques for efficient, productive use of water in agriculture; engage the leading experts in these technologies to transfer knowledge to MENA NWC institutions; and develop and present outreach activities in target countries to encourage government engagement and private sector partnerships around the most successful approaches. Water Use Efficiency and Productivity activities will be implemented primarily through the IWRM MENA NWC Thematic Partnership. During the first 90 days, FABRI will launch the IWRM Thematic Partnership (as described in Requirement 1.5). With FABRI's guidance and support, the Thematic Partnership will develop a work plan for Water Use Efficiency and Productivity.

FABRI will advise MENA NWC member centers on the planned water use efficiency and productivity activity, invite member centers to participate, and request statements of interest from member centers to identify which Centers will be involved.

As described in Results 1 and 2, the IWRM Thematic Partnership will be convened at the MENA NWC meeting in December 2011 and will establish its terms of reference.

In advance of the MENA NWC meeting, FABRI will prepare a plan for analysis of U.S., regional, and international programs promoting efficient, productive use of water in agriculture, and a notional work plan for the outreach and knowledge transfer programs for the most promising water use efficiency and productivity technologies and techniques. The Thematic Partnership will develop and refine these draft work plans provided by FABRI.

As a basis for the development of communication and knowledge management tools within this activity (beyond 90 days), FABRI will also survey member centers to determine how they want to communicate and collaborate within this Thematic Partnership, and what support they need from the Interim Management Unit. FABRI will document the communication and support survey in a memo. It will use these results as a basis for development of knowledge management and communication tools beyond the first 90 days.

Ninety-Day Deliverables:

- Plan for analysis of U.S., regional, and international programs promoting the efficient and productive use of water in agriculture
- Initial work plan for water use efficiency and productivity knowledge transfer
- Memo on communications and knowledge management needs for IWRM Thematic Partnership

Supervision: IWRM Cluster Leader, Kenneth Ludwa, will manage water use efficiency and productivity activities. A chair from among the Thematic Partnership member institutions will organize and moderate the Thematic Partnership. A U.S. university partner will provide support to the Thematic Partnership.

Result 5: Transboundary Water Cooperation Strengthened in Key River Basins

Ninety-Day Objectives

- Develop a plan for conducting an analysis of transboundary cooperation approaches with application to the Tigris-Euphrates basin
- Select 10-12 approaches worldwide for close examination

Description and Approach

FABRI's transboundary efforts will begin with a careful analysis of transboundary programs and interventions worldwide to determine which have made the greatest contribution to promoting effective transboundary cooperation. This assessment should highlight 10-12 approaches offering the most promise for the Tigris-Euphrates basin, translating into pilot project that would be within the funding and time constraints of FABRI. Therefore, more ambitious efforts requiring large amount of funding and taking many years will be excluded at the outset.

Soon after contract award, Chief of Party Reiss, Aaron Wolf, Director of the Program in Water Conflict Management at Oregon State University, and Faisal Rifai, ETIC Director General, will meet with the Middle East Bureau to establish filters and criteria for determining the types and locations of programs to be evaluated and the metrics. The team will document programs and interventions in each of the three basins that meet the established criteria; consult with partners to determine which eight or so of these projects should be included in the final assessment; and assess the programs.

An initial review of programs in the Tigris and Euphrates revealed some possible candidates for carrying out the analysis: four country training programs organized by the Stockholm International Water Institute (SIWI), hydroeconomic modeling with Iraq, Turkey, Syria, and Iran organized by SIWI, the American University of Beirut, and ICARDA. Other examples that might warrant closer examination include the new Middle Eastern Center for Strategic Studies (ORSAM) in Turkey and efforts under the Nile Basin Initiative to develop pre-investment projects for joint implementation among riparians.

Other possible candidates, related to the Tigris-Euphrates specifically, include: the Universities Partnership for Transboundary Waters; the Regional Development Program in the Euphrates and Tigris Region under the U.S. Institute of Peace; World Water Assessment Programs of the United Nations Educational, Scientific and Cultural Organization (UNESCO); Water Security in the Euphrates Tigris Basin by the Jackson School of International Studies at the University of Washington; water security programs under the Strategic Foresight Group; the Young Professionals on Transboundary Water program under the UNESCO Center for Water Law, Policy and Science; and ETIC.

During will determine the parameters of the assessment, meaning criteria for selection of transboundary cases and seek USAID approval prior to commencing the assessments. Our preference is to conduct a desktop assessment as much as possible, but we are prepared to meet with key parties to their approaches as might be appropriate.

Ninety-Day Deliverable

- Plan for conducting an analysis of transboundary cooperation approaches with application to the Tigris-Euphrates basin
- Proposed list of transboundary approaches for application to the Tigris-Euphrates

Supervision

Peter Reiss will manage the transboundary cooperation assessment.

5. CHANGES IN IMPLEMENTATION

We propose the following changes in implementation following discussions with USAID:

- **Integration of project results into MENA NWC.** USAID has clarified that project efforts in the Middle East are to be integration into Network operations as much as possible. Therefore, Result 2 and Result 4 efforts will be carried out in the context of the IWRM Thematic Partnership.
- **Addition to water and sanitation into the Thematic Partnerships.** USAID has suggested integrated the water and sanitation efforts under Result 3 into the operations of the Network, including activities related to non-revenue water, corporatization, and regulatory reform.
- **Expansion of Basem Telfah's position from half- to full-time.** USAID has agreed to the increase level of effort of Basem Telfah who was proposed as Water and Sanitation Technical Cluster Leader. He will also be fully engage on private investment efforts and act as FABRI's permanent presence in the Middle East and as ongoing support to the Network and the Secretariat.

6. CROSS-CUTTING THEMES

Three cross-cutting themes will support FABRI Results 1-4: knowledge management and communications, opportunity expansion, and capacity building.

Knowledge Management and Communications

FABRI Information Management Specialist Stacy Whittle will play the lead role in drafting the communications and knowledge creation plan over the next 90 days. The plan will address communications and public access requirements as the Network's success is linked to its having a dynamic results oriented image.

Over the course of the project the FABRI, in conjunction with communications staff from the MENA NWC and its African partners, will develop knowledge sharing tools to encourage open-source information sharing by members, partners and other contributors. Priorities will be on developing online communities of practice for its Thematic Partnerships, as well as building a social media profile online. These online communities of practice will be the go-to place for sharing of best practices, lessons learned as well as a source of information about events and regional conferences.

The knowledge management focus is on increasing the impact of FABRI through efficient and effective knowledge sharing and learning. There will also be an emphasis on how knowledge, particularly tacit knowledge, is shared and applied so that it can drive the development of online communities of practice in MENA NWC and Africa.

FABRI will focus on exploring opportunities and methods for more effectively sharing and using ideas, resources, and information within and among MENA NWC members and our partners in Africa. Social media will play a key role in the success of the project. Through the strategic use of social media, FABRI will develop dynamic, engaging content.

It is important to note that social media has changed the dynamic in which messaging is no longer the complete domain of the organization. Social media users will be our best resource, because they are not only distributors, but also creators of content. If we pass them the torch (with direction) they will spread our mission much further than what we can do alone.

Even though we may build online communities of practice and social media profiles for a formal exchange of knowledge, it is not as easy as "if you build it they will come." Key is creating tools that people will want to use and contribute to on an ongoing basis. These online communities of practice must be updated regularly or they will not be that place where people will want to come to for the latest information on water-related topics.

The communications and knowledge management work will revolve around the central theme of making the project's efforts more evidence-based and more grounded in capturing, sharing, refining and applying evolving knowledge. This will include research and decision-making to capture and use knowledge and the use of social networking and new media tools. Success will be based on establishing connections with existing international, national, and local water initiatives in knowledge management for developing and creating innovative systems and portals for sharing information. In terms of knowledge management, it is critical to consider the resources that our partners currently employ to capture and share knowledge that are effective (or more importantly not effective). Once the current methods are collected and analyzed, then it will be important to conduct a needs assessment to determine what our partners want (and need) in terms of knowledge sharing.

In the first 90 days, FABRI will initiate a communications and knowledge management needs assessment of MENA NWC. We will hire a consultant to assist in development of new MENA NWC platforms for online communities and social media. We will prepare a Draft Communications & Knowledge Management outline.

We will also work with the African Water Association's communication team on social media tools, on updating and redesigning their website and determining what kinds of online tools could be created to systematize knowledge sharing.

Opportunity Expansion

Policy, Research, and Development Grants, capitalized at \$3.8 million, will assist MENA NWC member centers and their partners in carrying out innovative projects that strengthen the enabling environment, design or expand new methodologies, develop or adapt technologies, create new markets, build skills, raise incomes, and increase the participation of female scientists and entrepreneurs. Initial grants will finance designs by scientists working in Thematic Partnerships

with government, the private sector, civil society, U.S. universities, or other international partners.

Africa Small Grants, funded at \$300,000, will stimulate increased access to water and sanitation, particularly by the poor. These competitive, merit-based grant funds will give special consideration to projects designed and implemented by female scientists and entrepreneurs and that improve gender equity. We anticipate awarding three to five small grants to utilities, private sector operators, and CSOs that have developed innovative ways to reduce non-revenue water and want to expand or extend their successful efforts.

In addition to developing and advancing technology, policy, and entrepreneurship in the water sector, the FABRI grants program will also be designed to build R&D management capacity at MENA NWC member centers. The U.S. university partners will conduct a training needs assessment of member centers in November 2011 to identify areas where improvement is needed in the applied research process, including problem identification, proposal preparation, budgeting, and writing for international publication. The FABRI team will prepare a report with the results of this assessment, identifying the MENA regional priority R&D management gaps to be addressed.

In early 2012, prior to issuing a request for applications (RFA), the FABRI team will prepare a series of e-training modules to address the gaps identified in the R&D assessment. The training modules will consist of a series of short videos to be available on the MENA NWC portal. A blog on the Portal will also allow for discussion, Q&A, and guidance on these topics. The FABRI team will develop an internal grants manual, which will be an internal document to ensure that the FABRI grant program design and implementation complies with USAID grants requirements.

Consistent with the grants manual, we will also develop public protocols for grant applications, explaining technical focus, budget requirements, selection criteria, and monitoring methods. The protocols will be available on the Network's portal and a blog will allow applicants to ask clarifying questions.

FABRI, with the approval of the MENA NWC Founders Committee, will establish the Grants Selection Committee. The Grants Selection Committee will include the secretariat director of research/chair and the FABRI Grants Manager, Kenneth Ludwa.

The target for issuing the initial RFA is February 2011. The Grants Selection Committee will meet in April 2012, and the first grants will be awarded by May 2011. It is proposed that the grant process will be open continuously throughout the year, with at least quarterly proposal reviews and awards.

In the first 90 days, FABRI will prepare a grants manual and draft protocols for grant applications (for review and approval by USAID and for comment by MENA NWC member institutions).

The Africa Small Grants program will be established with protocols and support systems similar to the MENA NWC grants program. FABRI will help innovative providers of sanitation goods and services expand their operations with new locations or services. We will encourage proposals from the private sector, NGOs, and community groups that offer innovative programs to stimulate community participation in and management of sanitation schemes, particularly if they target women, the poorest of the poor, the handicapped, and other marginalized groups.

Through the grant program, FABRI will aim to influence applicants to create partnerships among operators, government, and users, and to disseminate the results of these private sector and community initiatives through our regional partners. The protocols for the Africa Small Grants program will be developed in parallel with the MENA NWC grants protocols; target countries, partners, and timeline will be identified with input from USAID/AFR.

Capacity Building

FABRI will increase technical, management, and leadership skills across both regions through capacity-building interventions that build directly on many of FABRI's knowledge creation results by translating technical content into highly interactive learning opportunities. Our toolkit includes blended learning modules—e-learning coursework available before and after the classroom sessions, self-assessments to help individuals identify their strengths and weaknesses, and implementation of change initiatives that managers and technicians identify and implement within their own work units. FABRI will conduct a training needs assessment of partner organizations to determine their technical and management requirements related to the project's agenda. We will use this opportunity survey to enable U.S. university faculty, MENA NWC staff, and private sector representatives from the region will design and hold interactive, online classes on the MENA NWC's portal, reducing the cost of training and allowing many more people to participate more often. FABRI will also offer many opportunities for scientists and government officials to design and conduct policy initiatives and research projects because competencies are developed most effectively through team work and practical experience.

7. ANTICIPATED TRIPS AND MEETINGS DURING THE PERIOD

Several TDYs and meetings are planned for the first 90 days:

- **October 24-November 4, 2011.** FABRI team meeting in the Washington, DC area, including meetings at DAI and USAID. These meetings will focus on 1) team building, 2) clarifying the project's approach and 3) developing the first year work plan.
- **November 15, 2011.** FABRI management has been asked by OMEP to give a presentation on the project to water-related USAID officers in Cairo at the MENA regional water meeting.
- **November 28-30, 2011.** FABRI team members will take part in the African Water Association (AfWA) meeting in Marrakech, Morocco. The purpose of the meeting is to define the theme and plan the agenda for AfWA's bi-annual world congress taking place in February 2012. FABRI could help shape AfWA's agenda to ensure that the project and more broadly USAID's intellectual leadership is represented at the Congress.
- **December 5-8, 2011.** The second meeting of the MENA NWC will be in Muscat, Oman. The meeting will be an opportunity to 1) convene the Founders Committee and Executive Committee, 2) review and reach agreement on outstanding governance matters, and 3) finalize and launch the Thematic Partnerships. It will also be an occasion to inaugurate the Policy, Research and Development Grants Fund, supported through FABRI.

ANNEX A

DRAFT TERMS OF REFERENCE FOR NOMINATING COMMITTEE

The Nominating Committee (NC) will carry out a process to identify qualified candidates and select from among them the seven to nine members of the Founders Committee of the Middle East and North Africa Network of Centers of Excellence (MENA NWC).

Members

The NC is comprised of six members, four associated with the Member Water Centers and two associated with the U.S. government (USG), who serve on the Committee as individuals.

Members of the Committee were nominated and agreed at the February 28 - March 2, 2011 Doha Meeting and, in the case of the USG members, subsequent to that event.

Should a Committee member become unable to fulfill his/her duties for the full term, the remaining members will decide whether and how to replace that member in consultation with the Director of the Interim Management Unit of MENA NWC.

Objective and Steps to be Taken

The goal of the NC is to follow an efficient and expedited process to name the Founders Committee for the MENA Network of Water Centers of Excellence. Ideally, the Founders Committee will be named in order to hold its first meeting in early December 2011.

The key steps to be taken in the nomination process are as follows:

- Agree on criteria that will result in an effective, experienced and representative Founders Committee and form the basis for soliciting and evaluating candidates.
- Solicit names of candidates from the member centers, private sector partners, and financial partners based on the agreed criteria.
- Obtain letters of intent and CVs from nominees
- Form a “long list” of qualified candidates
- Evaluate the qualified candidates based on the agreed criteria and develop a “short list”
- Interview “short list” candidates
- Select seven Founders Committee nominees
- Circulate names of the proposed Founders Committee members to member centers for approval on a “no objection” basis

Approach

Each Nominating Committee member is expected to contribute to the work of the Committee by:

- Coming prepared to meetings
- Sharing ideas and perspectives
- Listening to fellow members with respect
- Contributing to the collective conclusion on the seven to nine Founders Committee nominees

The Nominating Committee is a consensus-based decision making body.

The Nominating Committee will carry out its work through regular virtual meetings to be held at least weekly for the period October 17 to November 30, 2011.

The Committee will elect a Chair whose primary responsibility will be to ensure that decisions are taken effectively and efficiently.

The Committee will be supported in its work by the Director of the Interim Management Unit of the MENA NCW who will ensure that documents for review are circulated in advance of meetings and that accurate and appropriate records of the NC meetings are maintained.

Other

Members of the Nominating Committee will not be remunerated for their participation, however reasonable costs of any travel, if required, and communications will be reimbursed from funds made available by the Interim Management Unit.

The Nominating Committee will be dissolved when the Founders Committee is seated unless the Founders Committee decides otherwise.

ANNEX B

GRANTS PROGRAM DESIGN ISSUES

FABRI will prepare a Grants Manual to ensure consistent management and implementation of FABRI grants. This Manual will provide a comprehensive statement of contractual, financial, and administrative management policies for implementing the grants program and describe the systems and documentation to implement these policies. The Manual will identify applicable laws, statutes and regulations that govern the use of grants under contracts and cooperative agreements.

Within the bounds of these regulations, there remains latitude to design and implant a grants program that is best-suited to advancing the objectives of FABRI. This document identifies some of the most important design issues, stated as questions; in most cases, a presumed answer is also provided. This list is intended as a tool to obtain input and confirmation by USAID.

Question	Presumed Answer
How is RFP announced?	RFP will be announced on Facebook and emailed to MENA NWC member centers.
Pre-proposal? How formal?	The FABRI grant program will include an optional pre-proposal stage, at the discretion of the proposer. The level of information is also at the proposer's discretion.
DAI writes draft grant protocols. Who reviews and validates?	U.S. university partners review and comment. USAID makes final validation.
Who reviews and comments on pre-proposals?	
What kind of feedback on pre-proposals? How formal?	
Who is on Proposal Review Committee?	
Who recruits, organizes, and leads Proposal Review Committee?	FABRI Grants Program Manager recruits, organizes, and leads Proposal Review Committee.
Pre-screening of proposals for administrative requirements?	FABRI Grant Manager will pre-screen proposals to ensure they meet administrative requirements/rules before sending to Proposal Review Committee for review.
Who documents Proposal Review Committee decisions?	Proposal Review Committee decisions will be under the discretion of FABRI Grants Program Manager.

How does Proposal Review Committee review proposals?	Proposals will be sent electronically to Proposal Review Committee.
How often does Proposal Review Committee review proposals?	Proposals will be reviewed when at least ___ proposals have been received, and at least quarterly.
How is money transferred from DAI to Grantees?	
Prime and sub-grantees? Or individual grants?	
What are reporting requirements, frequency?	
On what basis are grant funds disbursed?	Grant funds are disbursed on a reimbursement basis, according to reported effort. To allow for grant startup, up to 30% of the budget may be disbursed for preparation of a work plan.
Maximum grant amount?	Maximum grant award will be \$500,000.
Grant size not requiring CO approval?	\$100,000.
What kind of institutions can participate? Universities, governments, NGOs, private enterprise?	Universities, governments, NGOs, private enterprise are eligible, provided they meet other eligibility requirements.
Role of US institutions?	US FABRI institutions will participate in grants but not receive grant funds; their expenses will be covered directly as FABRI partners. Other US institutions are eligible, if their expertise is not available among FABRI US partners.
U.S. Agency eligibility?	U.S. agencies may participate on a grant formally or informally, but are not eligible to receive grant funds.
Non-MENA/non-US institutions eligible (e.g., EU)?	Non-MENA/non-US institutions are eligible, if their expertise is not available among regional institutions or FABRI US partners.
What kind of costs are allowed or disallowed? Equipment, salary, etc.	
Cost-matching required? Preferred?	
To what degree to should projects be academically original research? Would a purely applied project (such as a pilot project) be OK?	Projects are not required to be strictly research. Innovative pilot implementation projects are welcome and encouraged.

Who and how to perform in-person oversight?	FABRI Grants Coordinator and FABRI regional staff will visit grantees at least once during each grant.
Maximum time period for each grant?	12-24 months. Completion by September 29, 2014.
Solicited and/or unsolicited basis? Competitive grants?	
Organizations eligible for more than one award?	Organizations are not eligible to receive more than one award under this RFA.
Grant criteria?	<ul style="list-style-type: none"> • Number (and regional distribution) of institutions. • Technical merit and work plan. • Relevance and potential impact on policy, private sector, water management. • Matching less-developed institutions with more advanced ones; potential for capacity building. • Involvement of students, trainers, extension agents, etc. • Grant management capacity.

ANNEX C

FIRST NINETY DAYS TIMELINE AND DELIVERABLES

Period of Work	Deliverable Due	Meeting	Week													Contract Deliverables (in bold) / Products	Team Member Responsible				
			1	2	3	4	5	6	7	8	9	10	11	12	13						
Results/Requirements			Sep 19-23	Sep 26-30	Oct 3-7	Oct 10-14	Oct 17-21	Oct 24-28	Oct 31-Nov 4	Nov 7-11	Nov 14-18	Nov 21-25	Nov 28-Dec 2	Dec 5-9	Dec 12-16						
FABRI Startup Activities																					
Develop first 30 days action plan				●													First 30 days action plan	Reiss, Ludwa			
Mobilize COP and DCOP																		Reiss, Ludwa			
Mobilize Communications/Information Management Specialist																		Whittle			
Hold startup meeting with USAID/ME			★	●													USAID/ME startup meeting minutes	Ludwa			
Hold startup meeting with USAID/AFR					★	●											USAID/AFR startup meeting minutes	Ludwa			
Hold regular meeting with USAID										★								All			
Submit subcontract approval requests to USAID Contracts Office																	●	Signed subcontracts	Reiss		
Consult with FABRI stakeholders in Middle East and Africa																			Reiss		
Prepare outline for FABRI communications and knowledge management strategy																	●	Outline for FABRI communications and knowledge management	Whittle		
Consult with FABRI partners re: communications and knowledge management strategy																			Whittle		
Prepare agenda for team planning meeting							●											Agenda for team planning meeting	Reiss, Ludwa		
Hold team planning meeting								★	●									First annual workplan	All		
Develop first 90 days workplan							●											First 90 days workplan	Reiss, Ludwa		
Prepare monthly FABRI contributions to USAID blog																	●	Written contributions to USAID blog	Whittle		
Result 1: MENA NWC Established and Operating																					
1.1: Support establishment of MENA NWC																					
Attend MENA NWC interagency design team meetings				★					★			★							All		
Consult with MENA NWC member centers																			Reiss		
Write press release to announce member centers joining MENA NWC																		●	Press release	Whittle, Reiss	
Collect membership commitment letters from MENA NWC member centers																		●	MENA NWC membership commitment letters	Reiss	
1.2: Design endowment to help ensure the sustainability of the network																					
Revise and update initial framework for trust fund																		●	Revised trust fund framework		
1.3: Support the operations of the MENA NWC Secretariat/Interim Management Unit (IMU)																					
Secure space in Amman for IMU																		●	Amman office space	Reiss	
Mobilize the IMU																			Reiss		
Arrange MENA NWC regional meeting in Dec 2011, Oman, co-hosted by MEDRC																			●	Plan for regional meeting of centers	Reiss, Ludwa, Whittle
Convene and facilitate MENA NWC regional meeting																		★	●	Meeting proceedings and multimedia products	All
Prepare Secretariat/MENA NWC progress report																			●	Secretariat/MENA NWC progress report	Reiss
Organize for MENA NWC business planning process																			●	Plan to conduct a business plan of the Network	Reiss
Prepare monthly MENA NWC e-mail updates																		●	MENA NWC e-mail updates	Whittle	

Period of Work Deliverable Due Meeting	Week													Contract Deliverables (in bold) / Products	Team Member Responsible	
	1	2	3	4	5	6	7	8	9	10	11	12	13			
	Sep 19-23	Sep 26-30	Oct 3-7	Oct 10-14	Oct 17-21	Oct 24-28	Oct 31-Nov 4	Nov 7-11	Nov 14-18	Nov 21-25	Nov 28-Dec 2	Dec 5-9	Dec 12-16			
Results/Requirements																
1.4: Established MENA NWC Founders Committee																
Confirm membership on Nominating Committee															List of Founders Committee candidates and CVs	Reiss
Prepare email for USAID to confirm Nominating Committee membership		●													Draft email to confirm Nominating Committee membership	Reiss
Prepare TOR for Nominating Committee				●											TOR for Nominating Committee	Reiss
Convene Nominating Committee										●					Nominating Committee meeting minutes	Reiss
Establish Founders Committee													●		Founders Committee	Reiss
1.5: Launch technical and demonstration activities																
Develop plan to conduct opportunity survey of member centers						●									Plan for opportunity survey of centers	McKee
Conduct opportunity survey of member centers on research and communication													●		Report on opportunity survey of centers	McKee
Develop draft protocols for policy, research, and development grants fund					●						●				Draft protocols for grants fund	Ludwa, McKee
Present protocols for policy, research, and development grants fund																
Launch Thematic Partnerships													●		Charter of operating guidelines for Thematic Partnerships	Ludwa, Reiss, McKee
1.6: Strengthen Network through private sector participation																
Identify potential private sector participants														●	List of private sector participants	Hensley, Qoussous
Initiate private sector partnership database														●	Database	Hensley, Qoussous
Result 2: Integrated Water Resource Management Programming Strengthened																
2.1: Strengthen the legal and regulatory framework for IWRM																
Prepare a workplan outline for IWRM framework strengthening and capacity building														●	Workplan outline for IWRM	Ludwa
Collect statements of interest from member centers for IWRM														●	Email to centers; statements of interest	Ludwa
Launch IWRM Thematic Partnership														●	(See Requirement 1.5)	Ludwa, Reiss, McKee
Result 3: Access to Clean Water and Sanitation Improved in Target Countries																
3.1: Strengthen the performance of water and sanitation service providers																
Consult with regional association leaders																Reiss, Whittle, Telfah
Meet with associations' communications staff to initiate communication strategies														●	Trip reports	Whittle
Develop framework for Africa small grants						●									Framework for Africa small grants	Kuria, Ludwa
Develop protocols for Africa small grants														●	Protocols for Africa small grants	Kuria, Ludwa
Attend meeting of AFWA Scientific and Technical Council NRW Task Force														●	Trip report	Telfah, Farley
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																
Prepare a workplan for analysis of programs on water use efficiency and productivity														●	Workplan: analysis of water use efficiency progs.	Ludwa
Collect statements of interest from member centers for water use efficiency														●	Email to Centers; statements of interest	Ludwa
Launch IWRM Thematic Partnership														●	(See Requirement 1.5)	Ludwa, Reiss, McKee

Period of Work Deliverable Due Meeting	Week													Contract Deliverables (in bold) / Products	Team Member Responsible	
	1	2	3	4	5	6	7	8	9	10	11	12	13			
	Sep 19-23	Sep 26-30	Oct 3-7	Oct 10-14	Oct 17-21	Oct 24-28	Oct 31-Nov 4	Nov 7-11	Nov 14-18	Nov 21-25	Nov 28-Dec 2	Dec 5-9	Dec 12-16			
Results/Requirements																
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																
Develop plan to conduct transboundary analysis															Plan for transboundary analysis	Ludwa
Select 10-12 transboundary approaches for consideration															Progress memo on selection of candidates	Ludwa
Result 6: Technical and Outreach Capacity of USAID Staff in WASH Programming Enhanced																
<i>No activities in first 90 days</i>																Whittle, Reiss