



**Improving Water and Sanitation
Services in the MENA Region (IWSMR)**

WORK PLAN – YEAR 2

WORK PLAN AND PERFORMANCE MONITORING PLAN

August 2014

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The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

LIST OF ABBREVIATIONS

ABC	Association of Boards of Certification
ACWUA	Arab Countries' Water Utilities Association
CAQA	Jordanian Center of Accreditation and Quality Assurance
CIS	Certification Information System
COR	Contracting Officer's Representative
CSUS	California State University, Sacramento
DWA	German Association for Water, Wastewater, and Waste
EWRA	Egyptian Water Regulatory Authority
FAR	Federal Acquisition Regulations
GIZ	<i>Deutsche Gesellschaft für Internationale Zusammenarbeit</i>
GRE	Graduate Record Examination
GWOPA	Global Water Operators' Partnerships Alliance
HBRC	Housing and Building National Research Center
HCWW	Holding Company for Water and Wastewater
IR	Intermediate Result
IWSMR	Improving Water and Sanitation Services in the MENA Region
M&E	Monitoring and Evaluation
MENA	Middle East and North Africa
O&M	Operations and Maintenance
OMEF	USAID Office of Middle East Programs
OMT	Operation and Maintenance Training Project
OWP	Office of Water Programs
PMP	Performance Monitoring Plan
PR	Program Result
RFQ	Request for Quotations
SAM	System for Award Management
SAT	Scholastic Aptitude Test
SIDA	Swedish International Development Cooperation Agency
SIWI	Stockholm International Water Institute
TIA	Training Impact Assessment
TOEFL	Test of English as a Foreign Language
TOT	Training of Trainers
UAE	United Arab Emirates
USAID	United States Agency for International Development
WPRR	Water Policy and Regulatory Reform Program
WWSS	Water and Wastewater Sector Support Program

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INTRODUCTION

On September 30, 2013, the USAID Office of Middle East Programs (OMEP) awarded the Improving Water and Sanitation Services in the MENA Region (IWSMR) project to a team led by Chemonics International with ECO Consult and the cooperation of the Association of Boards of Certification (ABC) and the Office of Water Programs (OWP) at California State University, Sacramento. The IWSMR work plan is annually updated and submitted. The IWSMR work plan for Year 2 continues with activities initiated under the work plan for Year 1 and describes the steps, milestones, and resources to be used to achieve program objectives. The work plan is organized around the two main phases and three components of the program, which are aligned with the project performance-monitoring plan. The work plan is updated in the IWSMR quarterly progress reports to reflect actual accomplishments and conditions.

The IWSMR work plan for Year 2 is the result of close collaboration with the Arab Countries Water Utilities Association (ACWUA) and based on the approved Implementation Plan Summary signed by ACWUA in April 2014 during Year 1 of the project (Annex A).

Starting in Year 2, the IWSMR work plan schedule and implementation plan are combined with into this single integrated plan and schedule containing all project activities approved for implementation. As such, all project progress will be monitored, tracked, and reported according to the implementation plan for Year 2 (Annex B).

PROJECT OBJECTIVES

1. Build the capacity of the ACWUA to enable them to achieve their mandate to promote certification and accreditation, capacity development, and information exchange among water and wastewater utilities and professionals during and beyond project completion.
2. Evaluate the feasibility of and develop and implement a mechanism to most effective scale existing water and wastewater operator certification programs in Jordan and /or Egypt to regional application.
3. Leverage regional USAID funded improvements in water and sanitation utility management and operation by exploring training opportunities (such as utility twinning) to encourage information exchange and disseminate best practices in the water and sanitation industry.

These objectives will be achieved through two distinct phases:

Phase 1 – Assessment will a) review and update ACWUA’s strategic business plan, b) evaluate the feasibility of and identify approaches to scaling up regional certification programs, and c) explore opportunities to improve the service delivery of utilities (e.g. utility twinning program). The Year 2 stage of the assessment process will commence in October 2014.

Phase 2 – Implementation will work with ACWUA and member countries and utilities to carry out recommended actions. As per the IWSMR implementation plan, planning, coordination, and training activities were initiated in Year 1 and, as per the work plan, will continue throughout Year 2.

OVERVIEW AND TECHNICAL APPROACH

To improve water and sanitation services in the MENA Region, IWSMR builds on successful USAID supported efforts to develop water and wastewater operator training and certification programs in Jordan and Egypt. The IWSMR team, embedded within ACWUA, works with water utilities and government agencies throughout the region to improve the capacity of the sector to deliver water and wastewater services in the region. Key counterpart agencies include, but are not limited to, ACWUA utility members, regulatory agencies, Jordanian and Egyptian accreditation bodies, Egyptian Water Regulatory Authority (EWRA), Center of Accreditation and Quality Assurance (CAQA) and the Housing and Building National Research Center (HBRC) in Egypt.

Work under IWSMR is designed to be regional and catalytic. Previous experiences are built upon and new approaches employed to reduce costs, and scale impact. The geographic focus of this project is the Middle East and North Africa with a target of wide regional partnership. Consistent with US foreign policy and the MENA regional focus, participating countries may include Morocco, Tunisia, Egypt, Jordan, West Bank/Gaza, Lebanon, Yemen and Iraq as well as participants from Algeria and Libya. Supported countries are subject to USAID approval, and program funding does not target or directly benefit wealthier countries of the region, including Saudi Arabia, Bahrain, Oman, and the UAE, although individuals from these countries can participate in the program at their own expense.

Assessment, design, and implementation of various training-of-trainers (TOT) and operator training pilots drove IWSMR during Year 1. The outcome of these pilots are the model training programs that ACWUA will roll out in member countries and utilities during Year 2 with the overall goal of involving all ten (10) participating MENA countries as listed above and other self-funding ACWUA member countries in TOT, ROCTP, and ISD courses.

IWSMR Results Framework and Guiding Principles for Implementation

The IWSMR results framework, below, presents the intended results of IWSMR and shows how the results of the three components work together to achieve program objectives. During work planning for Year 1, this framework was reviewed with ACWUA staff to be shared with board members. It was also shared with USAID. The results framework will be used as a communication tool to summarize the program's approach; a planning tool to link program activities to specific results; and a management tool to frame the performance-monitoring plan (PMP) and continually track progress toward anticipated results.

All aspects of IWSMR are designed to improve the capacity of ACWUA to be sustainable beyond project completion and are built around the results framework below.



To achieve its objectives, the IWSMR program is: (a) customer- driven; (b) strategic, flexible and responsive to targets of opportunity; (c) results-oriented; and, (d) sustainable.

PROJECT PHASES

This initial version of the IWSMR work plan provides a brief description of the specific results to be achieved under each project phase and component including tasks (activities) and deliverables.

Phase 1 – Assessment

During the first four months of the project, initial assessment activities were conducted and completed. Based on the associated assessment results, an implementation plan was drafted and discussed with ACWUA and was approved in April 2014 as the Implementation Plan Summary (Annex A).

During intensive work planning sessions conducted by IWSMR in Amman with ACWUA leadership and the USAID COR during November 2013, it was agreed that the Phase 1 – Assessments will be conducted incrementally whereby priority will be given during the initial Stage 1 Assessment (Oct 2013 – Jan 2014) to activities directly supporting the planned implementation of the first set of training and twinning pilots. This also applies to the assessment underpinning the ACWUA Strategic Business Plan/2014 where the role that ACWUA can play in coordinating and providing operator certification training and testing will be emphasized. The Stage 2 Assessment associated with the broader MENA regional scale-up of operator certification, training, testing and twinning exchanges will be conducted after the completion of Stage 1 Assessments that focus on pilots.

Based on this staged assessment approach, IWSMR and ACWUA have planned the implementation of ACWUA capacity building and expanded operator certification training and testing as deemed appropriate based on demand, schedule, and available resources. During Stage 1 Assessments, IWSMR took the lead with active ACWUA support. Stage 2 places ACWUA counterparts in the lead role to transfer assessment capability and build ACWUA's overall operator certification program capacity.

Phase 2 - Implementation

The IWSMR approach in applying the Implementation Plan for Years 1 and 2 can be summarized as “ACWUA Forward” to accomplish the following:

- Build ACWUA’s capacity and enhancing its visibility
- Evaluate realigning board member roles so that they become more active in expanding membership, marketing ACWUA’s service offerings, and leveraging its widely attended annual conferences to bring together regulators, accreditation agencies, and practitioners from the region
- Establish a task force to standardize curricula and harmonize operator examinations across the region based on the ABC approach
- Develop and utilize the training and certification information system (CIS)
- Plan and implement training of trainers, operator training, and twinning pilots in selected (not all) member countries and utilities
- Expand the training curriculum, drawing as needed from existing resources in the region
- Help ACWUA obtain a responsibility determination from USAID
- Based on the results of the Stage 2 Assessment, initiate and roll out twinning arrangements as indicated

Implementation is aligned with the Stage 1 and 2 Assessments and driven by the planned training of trainers, operator training, and twinning pilots

As stated in the approved Implementation Plan Summary (Annex A), the work/implementation plan for Year 2 is a dynamic document:

“Bearing in mind that the Implementation Plan and other associated documents are flexible, and based on the listed points, some of the expected results as stipulated within the IWSMR Scope of Work might require further examination and possible modification to remain in line with the listed priorities, and better reflect the project goals and objectives.”

COMPONENT 1 – BUILD ACWUA CAPACITY

Supported by USAID, ACWUA has assumed regional leadership as a training coordinator, provider, and promoter of a harmonized and standardized accreditation system. Building on its 18-country network, ACWUA is fostering experience exchanges and leveraging the resources of its members to further develop and roll out a regional platform for operator certification.

Expected Results from Approved Implementation Plan Summary (Annex A):

The approach to achieving the expected results as articulated by the Scope of Work entails focusing on developing a robust foundation within ACWUA Secretariat for the implementation of a Regional Operators Certification and Training Program (ROCTP) and in a manner that allows for ACWUA to sustainably roll-out a regional certification and training program beyond the lifetime of IWSMR. This will primarily be addressed through the following—by order of priority:

- a. Assessing ACWUA’s internal systems and procedures, and supporting ACWUA in developing its internal capacity as needed and identified through an auditing activity, to be able to receive direct funds from USAID and other donor agencies.
- b. Developing ACWUA’s strategic business plan that covers the period 2015 – 2019. This business plan will set the course for ACWUA for the next five years and identify revenue stream to ensure ACWUA sustainability, and identify the resources (technical, financial and institutional) needed for carrying out this plan, as well as designing a Monitoring and Evaluation system for ACWUA to apply in order to follow up on the strategic objectives identified in the new business plan.
- c. Procuring and implementing a training and Certification Information System (CIS) based on technical and training specifications and Parameters identified jointly by ACWUA and IWSMR that would serve the future regional certification and training program.

Year 2 Priorities:

- USAID responsibility determination to receive direct funds from USAID and other donor agencies secured
- ACWUA strategic business plan 2015-19 ratified
- Training and twinning activities revenue streams identified and generating funds for ACWUA
- ACWUA Monitoring and Evaluation system designed for ACWUA implementation
- CIS functional and fully implemented
- Building the ACWUA capability to independently sustain operator ROCTP including the establishment of a Capacity Development and Certification Unit within the Directorate
- Training Impact Assessments (TIA) conducted and reported on utility O&M performance

Tasks and Deliverables

Action steps and deliverables for each task are shown in the Implementation Plan and Schedule (Annex B).

Task 1.1 Update ACWUA strategic business plan

A bridging memo to update the final year of the current ACWUA strategic business plan was finalized and the new ACWUA strategic business plan for 2015-2019 was drafted in Year 1. During Year 2, IWSMR and ACWUA will coordinate to ensure acceptance and ratification of the new plan by the ACWUA board.

Task 1.2 Develop a Training and Certification Information System (CIS)

In Year 1, IWSMR developed an automated system to effectively track of all the trainings offered throughout the region and allow operators to store training records and certifications centrally. The system is designed to generate reports including training needs.

In Year 1, the CIS was designed and developed based on attributes described in the Assessment Report. In Year 2, IWSMR will assist ACWUA in populating the CIS with available training data to be fully operationally and in regular use by ACWUA staff upon project completion.

Annex E – Certification Information System provides a description, plan, and detailed schedule to augment the Implementation Plan.

During Year 2, IWSMR will work with ACWUA to establish a Certification Unit within the directorate organization responsible for the CIS and all matters related to the ROCTP. IWSMR will assist ACWUA in assigning functions to this unit and will assist in drafting the following integrated plans: Marketing/Communication, Finance, Training, and Human Resources.

Task 1.3 Request a USAID pre-award survey to obtain a responsibility determination of ACWUA management systems

In Year 1, IWSMR and ACWUA coordinated with the USAID/Egypt Contracting Office to procure the services of a specialized contractor, PricewaterhouseCooper (PwC), to objectively evaluate ACWUA's financial and management systems, pursuant to receiving a responsibility determination from USAID. This USAID pre-award survey was completed in July 2014 and a report was generated outlining the actions deemed necessary to ensure that ACWUA would receive the responsibility determination. These required modifications to the ACWUA financial and management system will be undertaken by PwC to document specific elements to be changed. Starting in Year 1, ACWUA began documenting operational and transactional entries with support from IWSMR with completion planned in Year 2/ end of November 2014.

In Year 2, IWSMR and ACWUA will coordinate and follow-up with the USAID/Egypt Contracting Office and transition to USAID/Washington after October to ensure that the responsibility determination is granted by project completion.

COMPONENT 2 – REGIONAL WATER AND WASTEWATER OPERATOR CERTIFICATION PROGRAM

Equipped with the products generated by the Jordan and Egypt programs, during Year 1, ACWUA is capitalizing on operator certification advances to spearhead a regional certification program among its member utilities. Over the past five years, ACWUA has joined ABC as a regulatory member and has built a working relationship with its governing body and with OWP/CSUS, publishers of the definitive reference material in this domain. Over the course of Year 1, ACWUA's board has demonstrated committed support to establishment of a regional certification program and believes the market is in need of region-wide standards for operators. Association members are ready to develop their human resources to help preserve utility infrastructure and improve service delivery.

During Year 1, IWMSMR began the process to fully exploit these achievements and, working through ACWUA's board, is effectively assisting ACWUA in launching a region-wide campaign to introduce operator certification. These efforts included the solicitation of applicants for the various offerings under the program among the association's members or through buy-ins from donor activities in the water and wastewater sector.

Expected Results from Approved Implementation Plan Summary (Annex A– as updated in Cairo from 12-14 August 2014):

- a. Core competencies of both the Jordanian and Egyptian programs have to be fine-tuned and modified, as necessary, to ensure alignment of such competencies and improved training material to be considered as the core for a sustainable regional certification-training program.
- b. IWMSMR will update the comparison between Egyptian and Jordanian certification programs in cooperation with the Task Force sub-committees.
- c. The Egyptian and Jordanian representatives agreed on the necessity of the integration between the Egyptian and Jordanian certification programs.
- d. The Egyptian and Jordanian representatives agreed to develop and sign the required MOU's among all entities to put the following agreed points in force: (1) the cooperation between the responsible entities of the Egyptian and Jordanian certification programs to be through ACWUA; (2) both Egyptian and Jordanian entities responsible for the certification programs will provide ACWUA with the available certification program learning materials and core competencies without the certification test questions; and, in addition it is agreed that any member country/utility shall have the choice of which program to adopt and follow; (3) the two certifiers (CAQA and HBRC) will conduct the certification test according to the existing legislation in their two countries.

As previously agreed, CAQA will act as an interim certifying body – within the life of IWMSMR project- as decided at the Algiers conference in Dec 2013. Beyond the life of IWMSMR project, CAQA will not be the sole regional certifying body.

In Year 2, IWMSMR will support the two-certification bodies to develop the certification test questions for the provided training materials through contracting two SMEs (Egyptian and Jordanian) as well as to fine-tune the training materials (if required)

To build on the initial comparison between the two programs already done by IWMSMR, the aforementioned Task Force will further detail the requirements of the tasks within this activity. The main mandate of the Task Force is the improvement of the existing certification programs in the MENA region (Jordan & Egypt being the only ones available) as well as

assessing the requirements toward the establishment of a regional certification program. In Year 1, the Task Force TOR drafted and agreed upon jointly by IWSMR and ACWUA.

- Increasing ACWUA's regional pool of trainers through conducting TOT courses for experienced and carefully selected individuals in the relevant subject matters. It has been agreed that number of TOT courses, trainees, training location(s) and nationalities are as detailed in the table below bearing in mind that ACWUA will work to minimize associated cost as much as possible through arrangements with its member utilities to share logistical expenses such as training venue costs. French speaking member countries have to be included in the TOT program as shown in the table at Annex A.

This TOT program is considered by ACWUA as the building block for any successful regional certification and training program and a resource at ACWUA's disposal to draw upon as needed.

- Moreover, IWSMR will also conduct one Instructional Systems Design course (ISD) for 15 potential new materials developers in accordance with the table at Annex A.

Regional training events will be held in accordance with the table at Annex A.

Engaging women (gender issue)- It has been agreed that 25% of the participants shall be females as a general quota for all training events delivered by IWSMR in order to cater for the gender issue in terms of female participation. IWSMR will also be encouraging youth participation, whenever able. The ultimate goal is to expand training benefits to as many ACWUA member countries as possible, without excluding Jordan and Egypt. As a cost minimization measure, participants from an ACWUA member country will only participate in the training event taking place in the country itself. Training Impact Assessment will be designed to cater for the final agreed upon arrangement of regional training events.

Distance and E-learning - During the meeting between ACWUA, USAID, GIZ, and IWSMR on Feb. 10, 2014, all parties agreed that, where possible, resources and opportunities made available by the two donor agencies for ACWUA should be explored for unification in order to maximize benefits. In this regard, GIZ has built an E-learning platform, which is integrated into ACWUA system. IWSMR saw this as an opportunity where said platform can be utilized in order to deliver a training program (initially identified as being the Utility Management Certification Training-Level I). Furthermore, the upcoming introduction of the CIS into ACWUA's system will be considered as a distance-training platform once the technical viability is proven. Whether distance or E-learning, trainees will have to take the certification tests under direct supervision and physical presence of the relevant certifying body (CAQA if one of its accredited programs is taught through said two means).

Year 2 Priorities:

- Establishment of a regionally recognized certification scheme
- Assessment Stage 2 completed
- Improved training services and opportunities for certification
- TOT and ISD programs completed
- Training roll-out finalized and implemented
- Twinning plan finalized and implemented
- Gender targets achieved
- Improved management and service delivery of water and wastewater utilities

Tasks and Deliverables

Action steps and deliverables for each task are shown in the Implementation Plan and Schedule (Annex B).

Task 2.1 Certification assessment and market analysis

In Year 1, ACWUA-IWSMR coordinated to carry out Stage 1 of the certification assessment focused on the pilots emphasizing TOT. During Year 2, this team will review the demand for operator certification and training among ACWUA members, willingness/ability to pay and economic benefits and mobilize resources to leverage existing programs to the fullest extent possible ensuring the financial sustainability of the training and certification program beyond IWSMR's conclusion.

Task 2.2 Formulate a market based, sustainable, regional training and certification approach

During Year 1, it was agreed that the Operator Certification Program implemented in Jordan with the CAQA testing and certification will be utilized as the interim platform to provide services to members until such time that individual countries establish their own legally recognized certification approach.

CAQA in Jordan agreed to certify non-Jordanian operators and issue certification and licensing documents at the same rates charged for Jordanian operators providing that CAQA standards and requirements are met. However, the logistics and expenses of CAQA staff conducting tests on-site at ACWUA member utilities throughout the MENA region is clearly impractical and not cost-effective. In Year 2, CAQA, ACWUA, and IWSMR will pursue a solution whereby tests can be administered by a third party under CAQA control and standards.

In Year 2, the IWSMR-ACWUA team will identify potential training and testing partners (public / private sector) at costs acceptable to ACWUA members. The TOT programs conducted in Year 1 will help to reduce costs as qualified in-country trainers will be available to teach operator certification courses in accordance with CAQA requirements.

In Year 2, the team will continue to ascertain the availability of additional national certification bodies in ACWUA member countries and encourage coordination. To support the harmonization of the Jordan and Egypt programs, ACWUA/IWSMR will review existing training and testing materials and approaches. Based on the availability of limited project resources, ACWUA/IWSMR will consider cost-effective modifications to align the two programs as required. In addition, ACWUA/IWSMR will continue to encourage greater participation by women and young professionals. An overall target of 25% female trainees established as a joint performance indicator.

Task 2.3 Implementation of training and proof of concept

During Year 1, the training curricula, testing materials and techniques for the ROCTP were determined, and the IWSMR/ACWUA team began the process to introduce them regionally via pilots. During Year 2, the team will implement a broad set of water/wastewater operator treatment and networks courses for ACWUA members from countries targeted by USAID with a goal of certifying 200 operators through the regional platform by the conclusion of IWSMR.

During Year 2, using the CIS, the team will track operators who experience career advancements because of certification, and those who secure employment as operators outside their home countries. With IWSMR assistance, ACWUA will initiate use of quantitative and qualitative indicators linked to the PMP to assess the impact of training on service delivery improvements and financial viability of participating utilities (training impact assessments - TIAs).

Task 2.4 Improved training materials and programs

Based on the Assessment Stage 2 results, the IWSMR/ACWUA team will determine if there are specific needs for additional operator certification courses and recommend a cost-effective approach to meet these needs. As part of this review, the team will investigate the efficiency and effectiveness of providing operator certification training and testing which meet CAQA approval utilizing distance/E-learning options specifically in coordination with the GIZ platform. If adequate resources are available, IWSMR will support online training/testing.

COMPONENT 3 – UTILITY TWINNING AND LEVERAGING BEST PRACTICES

While there are numerous examples of sound business and O&M practices throughout the region, knowledge is rarely transferred among utilities within a particular country, much less the region. Twinning is one approach to introduce local best practices at the national and regional scale, taking into account lessons learned from previous experience.

During Year 1, IWSMR coordinated with Global Water Operators' Partnerships Alliance (GWOPA) and WaterLinks in Asia to obtain lessons learned regarding their twinning activities. The results were reported in the Assessment Report – Stage 1. As per the approved IWSMR work/implementation, further activity on twinning tasks will commence in Year 2.

Expected Results from Approved Implementation Plan Summary (Annex A):

IWSMR will carry out an assessment of needs and priorities for ACWUA members, and ACWUA will support IWSMR in obtaining the required feedback including areas of training, from its member utilities (Assessment Phase Stage 2). This assessment will be considered as the basis for developing the foundation for a twinning program that ACWUA can undertake upon availability of required financial resources. It will also identify strengths, weaknesses, needs and potential areas of improvements as identified by ACWUA member utilities, as a precursor to identifying twinning criteria and prerequisites for match making exercises among ACWUA utilities. IWSMR will support ACWUA in developing a twinning manual that can be used to carry out any twinning exercise in the future including impact evaluation and measurable indicators. ACWUA and IWSMR agreed during Implementation Plan negotiations, that implementing twinning will be contingent on the availability of necessary funds, and specific twinning activities will include both the traditional and virtual twinning options to best accommodate ACWUA and limiting factors at the time. Regardless of limitations, IWSMR is committed to planning five virtual twinning activities, implementing two of them on multilateral basis and supporting ACWUA in implementing the other three activities depending on the outcome/results of the first two. Furthermore, IWSMR and ACWUA will jointly identify ten more twinning activities to be implemented in the future beyond the life of IWSMR.

Year 2 Priorities:

- Twinning assessment report completed
- Twinning plan finalized (5 virtual twinning activities for implementation; 10 additional twinning activities planned)
- Twinning activities implemented by IWSMR (2 multilateral activities)
- Twinning activities implemented by ACWUA with IWSMR support (3 activities)
- Twinning Manual completed

Tasks and Deliverables

Action steps and deliverables for each task are shown in the Implementation Plan and Schedule (Annex B).

Task 3.1 Linkages to existing twinning programs

During Year 2, the IWSMR/ACWUA team will continue coordination with international water associations conducting active twinning programs, including Water Links in Asia and other similar organizations to gain insight into their operational frameworks and lessons learned.

Task 3.2 Baseline assessments

As part of the Year 1 assessment, criteria for selecting target utilities for twinning delivered for review with ACWUA. During Year 2, these criteria will be refined, tested and included in the Twinning Manual. These criteria will be applied in identifying utilities to serve as mentors/models and those that would benefit from twinning with them. This activity will involve soliciting expressions of interest and inviting utilities to participate in pilot twinning arrangements.

Task 3.3 Twinning arrangements

During Year 2, IWSMR/ACWUA will initiate the first multilateral twinning activity to serve as a pilot from which lessons can be learned and later twinning arrangements can benefit. Memoranda of Understanding (MOUs) will be concluded between twinning parties and ACWUA stating mutual roles and responsibilities, resource inputs, the type and level of initial IWSMR support, implementation timelines, expected results, and a framework and metrics for evaluating success. IWSMR/ACWUA will identify funding sources for the twinning pilot and the team will implement and evaluate the initial twinning pilot. A Twinning Plan will be based on the pilot and will include the activities specified in the approved Implementation Plan Summary (Annex A).

Task 3.4 Identification of additional funding streams

The Twinning Plan will identify potential funding sources and provide concrete suggestions for obtaining funding according to each possible future twinning arrangements identified.

Task 3.5 Identify and pilot knowledge-sharing activities and promote regional good practices in utility finance, management, and service delivery.

As part of the twinning activity, the IWSMR/ACWUA team will identify other knowledge exchange opportunities that allow for cost-effective sharing when compared with the resources required for twinning.

DONOR COORDINATION

During Year 2, IWSMR will continue to ensure that effective and on-going donor coordination is an important part of the IWSMR program. IWSMR, under USAID guidance, will continue properly to coordinate with other donor programs in the area of water and wastewater operator certification and utility management. IWSMR will keep donors informed of project activities, disseminate reports and findings, and collaborate with donors on the full range of IWSMR tasks.

IWSMR will continue actively to seek information about donor activities to avoid duplication and to exploit opportunities to coordinate or collaborate in specific activities. During Year 1, IWSMR and ACWUA coordinated with GIZ regarding utilization of their Distance/E-learning platform for the ROCTP and other appropriate ACWUA application. This coordination will continue in Year 2.

Annexes

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Annex A

Approved IWSMR Implementation Summary

Agreement Between ACWUA and IWSMR Project

On The Outcomes of the Joint Review of Assessment Report and Implementation Plan

The document in hand summarizes the outcomes of multiple working sessions carried out jointly by ACWUA Secretariat staff, USAID and the IWSMR team to review the submitted Work Plan, Assessment Report, Implementation Plan, and Bridging Memo—the first set of deliverables that are associated with Stage 1 of IWSMR's Assessment Phase.

Based on the IWSMR Scope of Work and articulated program objectives and expected results, and taking into consideration the priorities of ACWUA and by extension its member utilities, ACWUA, USAID and IWSMR carried out a thorough review of all the deliverables identified above. The process was carried out in a participatory approach addressing all aspects of the proposed project Implementation Plan and the set of associated deliverables. The review process highlighted areas that were considered as in need of modifications in terms of ACWUA priorities, planned activities, timeframe for implementation, and in some cases approach to implementation and identified results. All agreed upon modifications will be reflected on the first set of deliverables as needed. As an approach to consensus building and formulating a project Implementation Plan that is in line with ACWUA priorities and IWSMR goals and objectives as stated within the Scope of Work, the following general guidelines for project implementation were identified for USAID's consideration and approval—specific details of activities will be agreed upon subsequent to agreement by all parties (USAID, ACWUA and IWSMR) on the following priority areas:

- I. **Build ACWUA capacity:** The approach to achieving the expected results as articulated by the Scope of Work entails focusing on developing a robust foundation within ACWUA Secretariat for the implementation of a Regional Operators Certification and Training Program (ROCTP) and in a manner that allows for ACWUA to sustainably roll-out this program beyond the lifetime of IWSMR. This will be addressed primarily through the following—by order of priority:
 - a. Assessing ACWUA's internal systems and procedures, and supporting ACWUA in developing its internal capacity as needed and identified through an auditing activity, to be able to receive direct funds from USAID and other donor agencies (Responsibility Determination).
 - b. Developing a strategic business plan for ACWUA that covers the period 2015 – 2019. This business plan will set the course for ACWUA for the next five years and identify revenue streams to ensure ACWUA sustainability, and identify the resources (technical, financial and institutional) needed for carrying out this plan, as well as designing a Monitoring and Evaluation system for ACWUA to apply in order to follow up on the strategic objectives identified in the new business plan.
 - c. Procuring and implementing a training and Certification Information System (CIS) based on technical and training specifications and Parameters identified jointly by ACWUA and IWSMR that would serve the future regional certification and training program.
- II. **Regional water and wastewater certification and training program:**
 - a. Core competencies of both the Jordanian and Egyptian programs have to be fine-tuned, and modified as necessary to ensure alignment of such competencies and improved training material to be considered as the core for a sustainable Regional Certification Training program (ROCTP). In the meantime each of the two programs shall maintain its identity and peculiarity as originally designed in conformance with its respective certifying entity. Reciprocity and mutual accreditation of the two programs shall be explored and viability determined by specialists from the Jordanian and Egyptian sides (a joint Taskforce consisting of members from the Egyptian Housing & Building National Research Center (HNRC), the Jordanian Center of Accreditation and Quality Assurance (CAQA), ACWUA, IWSMR and SME's from both countries). For the roll out interim phase (during the life of IWSMR) the Jordanian certification training model and materials shall be used to conduct regional training events/pilots. For this matter, CAQA will be the interim regional certifying body.

To build on the initial comparison between the two programs already done by IWSMR, the aforementioned Taskforce will further detail the requirements of the tasks within this activity. The main mandate of the Taskforce is the improvement of the existing certification programs in the MENA region (Jordan & Egypt being the only ones available) as well as assessing the requirements toward the establishment of a regional certification program. The Taskforce TOR's will be drafted and agreed upon jointly by IWSMR and ACWUA.
 - b. Increasing ACWUA's regional pool of trainers through conducting TOT courses for experienced and carefully selected individuals IAW criteria developed by IWSMR and agreed upon by ACWUA, in the relevant subject matters. It has been agreed that number of TOT courses, trainees, training location(s) and nationalities are as detailed in the table below bearing in mind that ACWUA will work to minimize associated cost as much as possible through making arrangements with its member utilities to share logistical expenses such as training venue costs. French speaking member countries have to be included in the TOT program as shown in the table



Course	Location	Number of Participants	Nationalities
1 st TOT	Jordan	24	Jordan(22), WB (0), Lebanon (0), Yemen (0), Iraq (2).
2 nd TOT	Egypt	18	Egypt (18) Libya (0), Tunisia (0), Algeria (0), Morocco (0)
3 rd TOT	Egypt	16	Egypt (8) Libya (2), Tunisia (2), Algeria (2), Morocco (2)
4 th TOT	Yemen	12	Jordan(0), WB (0), Lebanon (0), Yemen (12), Iraq (0),
5 th TOT	WB	12	Jordan(0), WB (12), Lebanon (0), Yemen (0), Iraq (0),
6 th TOT	Lebanon	12	Jordan(0), WB (0), Lebanon (12), Yemen (0), Iraq (0),
Total		94	Ten Member Countries

This TOT program is considered by ACWUA as the building block for a successful regional certification and training program and a resource at ACWUA's disposal to draw upon as needed.

- c. Moreover, IWSMR will also conduct one Instructional Systems Design course (ISD) for 15 potential new materials developers in accordance with the following table:

Course	Location	No of Participants	Nationalities
1 st ISD	Jordan or Egypt	15	Jordan(7), Egypt (8)

d. Regional training events will be held within the region in accordance with the following table.

Training Event	Location	No. of Participants	Nationalities	Topic	Level
1	Yemen	24	Morocco (0), Algeria (0), Tunisia (0), Libya (0), Egypt (0), Jordan (0), WB (0), Lebanon (0), Yemen (24), Iraq (0),	WWTP	I
2.	Lebanon	24	Morocco (0), Algeria (0), Tunisia (0), Libya (0), Egypt (0), Jordan (0), WB (0), Lebanon (24), Yemen (0), Iraq (0),	TBD	I
3.	WB/Nablus	24	Morocco (0), Algeria (0), Tunisia (0), Libya (0), Egypt (0), Jordan (0), WB (24), Lebanon (0), Yemen (0), Iraq (0),	WWTP	I
4.	Jordan	24	Morocco (2), Algeria (2), Tunisia (2), Libya (2), Egypt (6), Jordan (6), WB (0), Lebanon (0), Yemen (0), Iraq (4),	UM	I
Total		96	Ten Member Countries		

i. Engaging women (gender issue)- It has been agreed that 25% of the participants shall be females as a general quota for all training events delivered by IWSMR in order to cater for the gender issue in terms of female participation. The ultimate goal is to expand training benefits to as many ACWUA member countries as possible, without excluding Jordan and Egypt. As a cost minimization measure, participants from

3

an ACWUA member country will only participate in the training event taking place in the country itself. Training Impact Assessment will be designed to cater for the final agreed upon arrangement of regional training events.

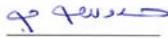
- ii. Distance and E learning- During the meeting between ACWUA, USAID, GIZ and IWSMR on Feb. 10, 2014, all parties agreed that where possible, resources and opportunities made available by the two donor agencies for ACWUA should be explored for unification in order to maximize benefits. In this regard, GIZ has built an E learning platform which is being integrated into ACWUA system. IWSMR saw this as an opportunity where said platform can be utilized in order to deliver a training program to be selected in due course. Furthermore, the upcoming introduction of the CIS into ACWUA's system will be considered as a distance training/learning platform once the technical viability is proven. Whether distance or E learning, trainees will have to take the certification tests under direct supervision and physical presence of the relevant certifying body (CAQA in the interim period).

Bearing in mind that the Implementation Plan and other associated documents are flexible, and based on the above listed points, some of the expected results as stipulated within the Scope of Work might require further examination and possible modification to remain in line with the above listed priorities, and better reflect the project goals and objectives.

- iii. **Utility twinning and leveraging best practices:** IWSMR will carry out an assessment of needs and priorities for ACWUA members, and ACWUA will support IWSMR in obtaining the required feedback including areas of training, from its member utilities (Assessment Phase Stage 2). This assessment will be considered as the basis for developing the foundation for a twinning program that ACWUA can undertake upon availability of required financial resources. It will also identify strengths, weaknesses, needs and potential areas of improvements as identified by ACWUA member utilities, as a precursor to identifying twinning criteria and prerequisites for match making exercises among ACWUA utilities. IWSMR will support ACWUA in developing a twinning manual that can be used to carry out any twinning exercise in the future including impact evaluation and measurable indicators. The actual implementation of twinning will be contingent on the availability of necessary funds, bearing in mind that the institutional set up of the twinning activities will include both the traditional and virtual twinning options in order to help ACWUA in determining which option would be more appropriate at which stage taking into consideration the limiting factors at the time. IWSMR will set a plan for implementation of five virtual twinning activities, implement two of them on multilateral basis and support ACWUA in implementing the other three activities depending on the outcome/results of the first two. Furthermore, IWSMR and ACWUA will jointly identify ten more twinning activities to be implemented in the future beyond the life of IWSMR.

ACWUA Secretary General

Eng. Khaldoun Khashman



Date: Apr. 1, 2014

IWSMR Chief of Party

Eng. Adi Najjar



Chemonics International / IWSMR Project



Annex B

IWSMR Work Plan Schedule

IWSMR Implementation Plan Schedule			1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12			
Activities	Deliverables	Responsibility	2013			2014												2015											
			O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S			
			LEGEND:			Planned Timing												Actual Timing											
Phase 1 – Assessment			Stage 1						Stage 2 - Detailed in IWSMR quarterly updates to Work Plan																				
ACWUA Strategic Business Plan - Bridging Memo	Bridging Memo	IWSMR, LS, ACWUA																											
Bridging Memo Consensus building	Final Bridging Memo Approval	IWSMR, ACWUA																											
Implementation Plan - Consensus building with ACWUA Board and members	ACWUA/USAID Approval; Stage 2 Assessment Report and Roll-out Plan due in June, 2015.	IWSMR, ACWUA																											
			Expanded assessment of remaining ACWUA member countries/utilities (Deliverable : Assessment Report and roll-out plan)																										
Phase 2 - Implementation			ACWUA Capacity Building; Training; Twinning																										
IWSMR PR 1/Component 1 - ACWUA Capacity Building																													
1.1 ACWUA Business Plan 2015-2019																													
Establish committee from Board members (Jordan, West Bank, Egypt, Lebanon, Tunisia)	Committee established	ACWUA																											
Finalize the Bridging Memo in light of the amended IP & Schedule.	Final Bridging Memo	LS , Team																											
Develop 1st draft of Business Plan (2015-2019)	Draft of Business Plan	LS , Team																											
Obtain ACUWA's consensus and approval	ACUWA's approval	ACWUA																											
Discuss first draft of BP by Committee (1st meeting in June)	Committee's approval on Business Plan	Committee																											
Modify the draft Business Plan based on 1st meeting results	Final version of BP	LS, Team																											
Endorse the final draft of BP by Committee (2nd meeting in September)	Final approval of Committee	Committee																											
Get final approval from the Board	ACWUA Strategic BP 2015-2019	Board																											
1.2 ACWUA CIS System																													
Develop proposed parameters	Set of parameters	ZQ, Team																											
Build consensus with ACUWA	ACUWA's consensus	ZQ, Team, ACWUA																											
Issue final list of parameters	List of parameters	ZQ, Team																											
Draft RFP	RFP drafted	ZQ, Team																											
Distribute RFP	RFP distributed	ZQ, Team																											

Annex C

IWSMR Performance Monitoring Plan (PMP)

Overview - IWSMR Monitoring and Evaluation (M&E) System and Performance Monitoring Plan (PMP)

The IWSMR Monitoring and Evaluation (M&E) system captures short- and medium-term results over the life of the program and equips ACWUA to continue collecting related long-term results after program closure.

The following are the principles of IWSMR M&E:

- *Participatory* - M&E activities involve ACWUA, ensuring that information is relevant and that ACWUA gains M&E experience.
- *Results-oriented* - The results framework links the work plan to the PMP, and activities to measureable indicators.
- *Useful* - Managers capture, communicate, and use M&E information in program planning and implementation. Data collected builds the foundation for long-term impact evaluation of capacity building activities.

The system captures improvements in the performance of operators and utilities that can be linked to program activities. It is integrated with program planning, implementation and reporting so that results directly fed into the planning processes.

M&E system development and implementation is undertaken jointly so that the tools, methods, and data integrated with ACWUA's systems. IWSMR performance monitoring plan (PMP) development integrated with work planning. The PMP clarifies the anticipated results of the program in the form of a final -results framework and identifies indicators for assessing progress toward each result. Over time, the indicators provided below will be further refined in consultation with USAID and partners. The PMP specifies indicator definitions, data sources, collection methods, and baseline and target values where appropriate. At the conclusion of the assessment phase, the PMP will be adjusted as needed to align it with ACWUA's business plan and the IWSMR work plan.

Indicators - Quantitative indicators include both output measures, such as “number of twinning arrangements activated,” and outcome measures, such as indicators of improved utility performance. Monitoring outputs and outcomes track implementation and test whether they are leading to the desired results. Component 1 indicators are aligned with the ACWUA business plan. Component 2 indicators, drawn largely from the ACWUA Training Impact Assessment (TIA) tool developed under Jordan OMT, will be expanded under IWSMR to track participants' career paths after certification. To the maximum extent possible, indicators are disaggregated by gender, country, and utility to track results among and between the various target groups.

In addition to quantitative indicators, other techniques assess changes in operator knowledge and utility performance based on ACWUA's TIA tool, which includes qualitative measures of training impact, collected using standardized pre- and post-training surveys and interviews. These opinion-based measures, solicited from both trainees and supervisors, cover multiple areas and complement quantitative indicators to provide a more complete picture of training impact.

Data sources and collection methods – Obtain program performance data from a variety of sources, including internal program and ACWUA records, beneficiary trainees and utilities, and other partners. Collection of data from participants and supervisors and on facility performance before and after certification and every six months.

Reporting and communication - The PMP is linked to the work plan through the results framework, where each activity is associated with a specific result and a measureable indicator. Quarterly progress reports will review activity progress and resulting indicator values, using quantitative measures to the maximum possible extent. Annual reports will include a full analysis of indicator values against baselines and targets. M&E data will also serve as a critical input to project communication tools such as impact stories and presentations.

IWSMR Results Framework

The IWSMR results framework, below, presents the intended results of IWSMR and shows how the results of the three components work together to achieve program objectives. During work planning, this framework reviewed with ACWUA staff to be shared with board members, and shared with USAID. The results framework will be used as a communication tool to summarize the program’s approach; a planning tool to link program activities to specific results; and a management tool to frame the performance-monitoring plan (PMP) and continually track progress toward anticipated results.

All aspects of IWSMR designed to improve the capacity of ACWUA to be sustainable beyond project completion and built around the results framework below.



IWSMR Performance Monitoring Indicators

Program Objective: Improved water and sanitation services in the MENA region
Quality of W/WW treated: Noncompliance citations per year at participating utilities
PR 1: Increased ACWUA capacity to carry out its mandate
Milestone: ACWUA business plan updated; annual business plan targets met; certification unit established
IR 1.1: Improved management and information systems within ACWUA
Milestone: Training and certification information system (CIS) launched
Milestone: USAID Responsibility Determination secured
IR 1.2: Improved reliability of ACWUA's year-to-year revenue streams
Revenues generated from ACWUA Operator Certification and Training Program
PR 2: Scaled up operator certification programs to a regional level
Milestone: Interim regional certification platform established
Number of countries participating in the regional certification program
Number of operators obtaining regionally recognized certification
Percentage of operators passing standardized certification tests
Number of certified trainers (Training of Trainers - TOT graduates)
Number of certified operators obtaining new positions, promotions, or added incentives
Number of certified operators working in markets outside of their country of origin and country of certification
Change in technical and management skills due to obtaining operator certification
Change in job performance due to obtaining operator certification
Change in attitude, confidence and self-esteem due to obtaining operator certification
IR 2.1: Enhanced training materials and certification framework
Number of courses (materials) and tests approved by ACWUA and finalized for regional certification
PR 3: Improved performance of regional water and wastewater utilities by leveraging USAID-funded improvements
Utility performance measures selected for each twinning pair based on scope of partnership, e.g., collection rates, non-revenue water (NRW) rates
IR 3.1: Increased exchange between water and wastewater utilities
Number of twinning arrangements piloted
Change in technical and management skills attributed to twinning exchange
Change in job performance attributed to twinning exchange

IWSMR Performance, April – June, 2014			
Indicator	Target- Year 1 2013/14	Results through June 2014	Disaggregation / Notes
Program Objective: Improved water and sanitation services in the MENA region			
Quality of W/WW treated: Noncompliance citations per year at participating utilities	0	N/A	N/A
PR 1: Increased ACWUA capacity to carry out its mandate			
Milestone: ACWUA business plan updated; annual business plan targets met	Complete	Bridging Memo completed. New business plan draft in progress.	N/A
IR 1.1: Improved management and information systems within ACWUA			
Milestone: Training and certification information system (CIS) launched	CIS launched	Local contract awarded;	Software design and development underway.
IR 1.2: Improved reliability of ACWUA's year-to-year revenue streams			
Revenues generated from ACWUA Operator Certification and Training Program	TBD	\$4,025	From TOT 1 – Jordan. The TOT course was accredited by CAQA during the quarter.
PR 2: Scaled up operator certification programs to a regional level			
Milestone: Interim regional certification platform established	Approved	Approved	Jordan platform approved by ACWUA Board of Directors
Number of countries participating in the regional certification program	Year 1 – 1 country	4 participating countries identified	West Bank, Lebanon, Yemen & Jordan
Number of operators participating in regionally recognized certification program	Year 1 – 0 Year 2 – 96	N/A	Based on enrollment; 10% women
Percentage of operators passing standardized certification tests	Total Trainees Passing: 75%	N/A	Passing Grade: 60%, per CAQA policy, approved by ACWUA BOD
Number of certified trainers (Training of Trainers and Instructional Systems Design course graduates)	Year 1 & 2 total - 109	22	20 Jordanians, 2 Iraqis; 6 female TOT graduates; 72 additional certified trainers and 15 certified curricula developers planned from ten member countries.
Number of certified operators obtaining new positions, promotions, or added incentives	None	N/A	Tracking and reporting only
Number of certified operators working in markets outside of their country of origin and country of certification	None	N/A	Tracking and reporting only

Change in technical and management skills due to obtaining operator certification	80%	N/A	As reported via Training Impact Assessments (TIA) for Utility Management graduates
Change in job performance due to obtaining operator certification	80%	N/A	As reported via TIA for Operator Certification graduates
Change in attitude, confidence and self-esteem due to obtaining operator certification	80%	N/A	As reported via TIA for Operator Certification graduates
IR 2.1: Enhanced training materials and certification framework			
Number of courses (materials) and tests approved by ACWUA and finalized for regional certification	Year 1 & 2 total - 16	1 TOT course approved, accredited, and piloted for regional certification. 1 GIS course accredited.	14 additional courses planned: Operator – 13 Utility Manager – 1
PR 3: Improved performance of regional water and wastewater utilities by leveraging USAID-funded improvements			
Utility performance measures selected for each twinning exercise based on scope of partnership, e.g., collection rates, non-revenue water (NRW) rates	TBD	N/A	As reported via TIA based on selected utility function for pilot
IR 3.1: Increased exchange between water and wastewater utilities			
Number of twinning arrangements piloted	TBD	N/A	2 twinning pilots planned
Change in technical and management skills attributed to twinning exchange	80%	N/A	Training Impact Assessments
Change in job performance attributed to twinning exchange	80%	N/A	Training Impact Assessments

IWSMR Performance Indicator Reference Sheets

IWSMR Performance Indicator Description			
Program Objective: Improved Water and Sanitation Services in the MENA region			
Program Result: N/A			
Intermediate Result: N/A			
Indicator: Quality of W/WW treated: Noncompliance citations per year at participating utilities			
DESCRIPTION			
Definition: Treated water and effluent quality tested by external agencies according to established country standards. This indicator tracks the results of these tests.			
Unit of Measure: Occurrence of reported non-compliance			
Disaggregated by: Type of facility (Water or Wastewater Treatment); Country; Training/Certification Received			
PLAN FOR DATA ACQUISITION & REPORTING			
Data Collection Method: TIA reporting			
Data Source(s): Utility			
Frequency/Timing of Data Acquisition: Every 6 months			
Reporting of Data: TIA reports; IWSMR quarterly and annual progress reports			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
1	0		Utilities may provide results annually
2	80%		Participating Utilities
THIS SHEET LAST UPDATED: August 2014			

IWSMR Performance Indicator Description			
Program Objective: Improved Water and Sanitation Services in the MENA region			
Program Result: 1. Increased ACWUA capacity to carry out its mandate			
Intermediate Result: N/A			
Indicator: ACWUA strategic business plan updated; Certification Unit established within the ACWUA directorate			
DESCRIPTION			
Definition: The current ACWUA business plan runs through 2014 – it will be updated. Following the 2014 update, the 2015-19 plan will be completed.			
Unit of Measure: Milestone			
Disaggregated by: N/A			
PLAN FOR DATA ACQUISITION & REPORTING			
Data Collection Method: The ACWUA Secretary General is the immediate counterpart. A committee established within the ACWUA board to work directly with IWSMR on the draft plan, which will then be presented to the full board for approval.			
Data Source(s): ACWUA			
Frequency/Timing of Data Acquisition: Data will be collected from ACWUA headquarters and from members using a survey questionnaire and follow-up. This planning activity will be completed by April 2014.			
Reporting of Data: ACWUA Strategic Business Plan – 2014 Update; 2015-19; Draft and Final. IWSMR quarterly and annual progress reports			
PERFORMANCE INDICATOR VALUES			

Year	Target	Actual	Notes
1	Complete		ACWUA Business Plan – 2014 Update; 2015-19; Draft and Final
2	Approved		Consensus agreement from ACWUA board Certification Unit established within the ACWUA directorate
THIS SHEET LAST UPDATED: August 2014			

IWSMR Performance Indicator Description			
Program Objective: Improved Water and Sanitation Services in the MENA region			
Program Result: 1. Increased ACWUA capacity to carry out its mandate			
Intermediate Result: 1.1 Improved management and information systems within ACWUA			
Indicator: Training and certification information system (CIS) launched; ACWUA management and financial systems improved to secure USAID Responsibility Determination			
DESCRIPTION			
Definition: The web-based CIS will be the central repository for all data pertinent to the ACWUA operator certification, testing and training and twinning activities.			
Unit of Measure: Milestone			
Disaggregated by: N/A			
PLAN FOR DATA ACQUISITION & REPORTING			
Data Collection Method: CIS needs will be collected from ACWUA and compared with standard training management software. Parameters and specifications will be reviewed and approved by ACWUA.			
Data Source(s): ACWUA needs; Standard training management software products; Similar systems in MENA.			
Frequency/Timing of Data Acquisition: Data will be collected from ACWUA headquarters and from members. Actual certification, testing, training and twinning data will be entered into the fully operated CIS in Year 1.			
Reporting of Data: The CIS will generate all standard reports including but not limited to certification, testing and training data disaggregated by country, utility, program, trainee, trainer, gender and cost. IWSMR quarterly and annual progress reports			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
1	CIS launched		CIS operational
2	CIS functional		CIS populated and in use by ACWUA
THIS SHEET LAST UPDATED: August 2014			

IWSMR Performance Indicator Description			
Program Objective: Improved Water and Sanitation Services in the MENA region			
Program Result: 1. Increased ACWUA capacity to carry out its mandate			
Intermediate Result: 1.2 Improved reliability of ACWUA's year-to-year revenue streams			
Indicator: Revenues generated from ACWUA Operator Certification and Training Program			
DESCRIPTION			
Definition: ACWUA will collect fees from the new revenue streams associated with provision of operator certification, testing and training services. These revenues will be based upon the number of trainees enrolled in various ACWUA programs, courses, twinning activities and tests.			
Unit of Measure: Jordanian Dinars/US Dollars			
Disaggregated by: Payment source			
PLAN FOR DATA ACQUISITION & REPORTING			
Data Collection Method: Reports from the ACWUA financial department			
Data Source(s): ACWUA financial department			
Frequency/Timing of Data Acquisition: On going as fees received for certification, testing and training service.			

Reporting of Data: Monthly ACWUA financial reports. IWSMR quarterly and annual progress reports.			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
1, 2	TBD		Based on actual enrollment and testing
THIS SHEET LAST UPDATED: November 2013			

IWSMR Performance Indicator Description			
Program Objective: Improved Water and Sanitation Services in the MENA region			
Program Result: 2. Scaled up operator certification programs to a regional level			
Intermediate Result: N/A			
Indicator: Interim regional certification platform established			
DESCRIPTION			
Definition: Until each ACWUA member country has established its own legally recognized certification scheme; ACWUA will rely on an interim approach whereby operators from member countries/utilities will be certified by the Center for Accreditation and Quality Assurance (CAQA) in Jordan in accordance with their regulations. The ACWUA board must approve this interim approach.			
Unit of Measure: Milestone			
Disaggregated by: N/A			
PLAN FOR DATA ACQUISITION & REPORTING			
Data Collection Method: Report from ACWUA Board of approval			
Data Source(s): ACWUA Board			
Frequency/Timing of Data Acquisition: No later than February 2014 (IWSMR month 5)			
Reporting of Data: IWSMR quarterly and annual progress reports			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
1	Approved	Approved	Interim platform approved by ACWUA Board
THIS SHEET LAST UPDATED: November 2013			

IWSMR Performance Indicator Description			
Program Objective: Improved Water and Sanitation Services in the MENA region			
Program Result: 2. Scaled up operator certification programs to a regional level			
Intermediate Result: N/A			
Indicator: Number of countries participating in the regional certification program (Not including Jordan and Egypt)			
DESCRIPTION			
Definition: Participating countries must accept the ACWUA interim regional certification platform including CAQA certificates and tests as well as agree that these will be honored at such time that the country has its own certification platform. The country must agree to pay for all fees related to the training, testing and certification.			
Unit of Measure: Number of countries; MOU between ACWUA and each country			
Disaggregated by: Country			
PLAN FOR DATA ACQUISITION & REPORTING			
Data Collection Method: Report from ACWUA Secretary General (or delegate) of country agreement			
Data Source(s): ACWUA Secretary General (or delegate)			
Frequency/Timing of Data Acquisition: Upon MOU signing			
Reporting of Data: IWSMR quarterly and annual progress reports			
PERFORMANCE INDICATOR VALUES			

Year	Target	Actual	Notes
1	1 Country		Training conducted for a member utility in each country. These initial training programs are pilots to build ACWUA and regional capacity necessary for ACWUA to replicate on a sustainable basis.
2	2 Countries		West Bank, Yemen, Lebanon
THIS SHEET LAST UPDATED: August 2014			

IWSMR Performance Indicator Description			
Program Objective: Improved Water and Sanitation Services in the MENA region			
Program Result: 2. Scaled up operator certification programs to a regional level			
Intermediate Result: N/A			
Indicator: Number of operators obtaining regionally recognized certification			
DESCRIPTION			
Definition: Operators who meet the prerequisites, attend the designated ACWUA courses and pass the associated CAQA tests will obtain the regionally recognized interim CAQA certification as per CAQA regulations.			
Unit of Measure: Number of operators passing CAQA tests			
Disaggregated by: Country, certification program, level, gender, and institution/utility.			
PLAN FOR DATA ACQUISITION & REPORTING			
Data Collection Method: CAQA Certification and Testing Report via ACWUA Secretary General (or delegate)			
Data Source(s): CAQA via ACWUA Secretary General (or delegate)			
Frequency/Timing of Data Acquisition: Within 10 days after each CAQA test			
Reporting of Data: IWSMR quarterly and annual progress reports			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
1	50	N/A	No Operator training in Year 1; Based on enrollment; 10% women
2	200 total		
THIS SHEET LAST UPDATED: August 2014			

IWSMR Performance Indicator Description			
Program Objective: Improved Water and Sanitation Services in the MENA region			
Program Result: 2. Scaled up operator certification programs to a regional level			
Intermediate Result: N/A			
Indicator: Percentage of operators passing standardized certification tests			
DESCRIPTION			
Definition: The passing grade on CAQA tests is 70%. This indicator measures the percentage of operators who achieve the passing standard.			
Unit of Measure: Percentage of operators passing CAQA tests			
Disaggregated by: Country, certification program, level, gender, and institution/utility.			
PLAN FOR DATA ACQUISITION & REPORTING			
Data Collection Method: CAQA Certification and Testing Report via ACWUA Secretary General (or delegate)			
Data Source(s): CAQA via ACWUA Secretary General (or delegate)			
Frequency/Timing of Data Acquisition: Within 10 days after each CAQA test			
Reporting of Data: IWSMR quarterly and annual progress reports			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
1, 2	75%		70% passing grade

THIS SHEET LAST UPDATED: November 2013

IWSMR Performance Indicator Description

Program Objective: Improved Water and Sanitation Services in the MENA region

Program Result: 2. Scaled up operator certification programs to a regional level

Intermediate Result: N/A

Indicator: Number of certified trainers

DESCRIPTION

Definition: The ACWUA strategy is to provide each participating country/utility with the capacity of conducting training on their own with operators who have also received CAQA certification as qualified trainers. This approach will help to ensure the sustainability of training by making utilities self-sufficient. Selection of TOT candidates will be from the top performing operators based on their test results.

Unit of Measure: Percentage of operators attending Training of Trainers (TOT) course and passing CAQA TOT test

Disaggregated by: Country, certification program, level, gender, and institution/utility.

PLAN FOR DATA ACQUISITION & REPORTING

Data Collection Method: CAQA Certification and Testing Report via ACWUA Secretary General (or delegate)

Data Source(s): CAQA via ACWUA Secretary General (or delegate)

Frequency/Timing of Data Acquisition: Within 10 days after each CAQA test

Reporting of Data: IWSMR quarterly and annual progress reports

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
1	3 Courses	3 Courses	22 Jordan; 2 Iraq TOT graduates per utility; 70% passing grade
2	3 Courses		

THIS SHEET LAST UPDATED: August 2014

IWSMR Performance Indicator Description

Program Objective: Improved Water and Sanitation Services in the MENA region

Program Result: 2. Scaled up operator certification programs to a regional level

Intermediate Result: N/A

Indicator: Number of certified operators obtaining new positions, promotions, or added incentives

DESCRIPTION

Definition: As per USAID request, IWSMR and ACWUA will track this indicator only. No target will be assigned

Unit of Measure: Number of certified operators who experience a change in employment status/salary

Disaggregated by: Country, certification program, level, gender, and institution/utility.

PLAN FOR DATA ACQUISITION & REPORTING

Data Collection Method: Data posted by utilities to ACWUA CIS

Data Source(s): Participating utilities (Operators may have access to post based on ACWUA Board approval of this procedure)

Frequency/Timing of Data Acquisition: Quarterly

Reporting of Data: CIS reports. IWSMR quarterly and annual progress reports

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
1, 2	None		Tracking via ACWUA CIS only

THIS SHEET LAST UPDATED: November 2013

IWSMR Performance Indicator Description			
Program Objective: Improved Water and Sanitation Services in the MENA region			
Program Result: 2. Scaled up operator certification programs to a regional level			
Intermediate Result: N/A			
Indicator: Number of certified operators working in markets outside of their country of origin and country of certification			
DESCRIPTION			
Definition: As per USAID request, IWSMR and ACWUA will track this indicator only. No target will be assigned.			
Unit of Measure: Number of certified operators who obtain employment abroad			
Disaggregated by: Country, certification program, level, gender, and institution/utility.			
PLAN FOR DATA ACQUISITION & REPORTING			
Data Collection Method: Data posted by utilities to ACWUA CIS			
Data Source(s): Participating utilities (Operators may have access to post based on ACWUA Board approval of this procedure)			
Frequency/Timing of Data Acquisition: Quarterly			
Reporting of Data: CIS reports. IWSMR quarterly and annual progress reports			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
1, 2	None		Tracking via ACWUA CIS only
THIS SHEET LAST UPDATED: November 2013			

IWSMR Performance Indicator Description			
Program Objective: Improved Water and Sanitation Services in the MENA region			
Program Result: 2. Scaled up operator certification programs to a regional level			
Intermediate Result: N/A			
Indicator: Change in technical and management skills due to obtaining operator certification and/or participation in twinning			
DESCRIPTION			
Definition: Qualitative measure as reported by the trainee and his/her supervisor in response to TIA questionnaire and interview			
Unit of Measure: Percentage reporting degree of improvement in technical and management skills			
Disaggregated by: Country, certification program, level, twinning, gender, and institution/utility, trainee, supervisor			
PLAN FOR DATA ACQUISITION & REPORTING			
Data Collection Method: TIA questionnaires and interviews (CIS may allow posting)			
Data Source(s): Trained operators and their immediate supervisors at participating utilities			
Frequency/Timing of Data Acquisition: Upon completion of training and at 6-month interval thereafter.			
Reporting of Data: CIS reports. IWSMR quarterly and annual progress reports			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
1, 2	80%		Trainees and supervisors reporting positive improvement via TIA
THIS SHEET LAST UPDATED: November 2013			

IWSMR Performance Indicator Description			
Program Objective: Improved Water and Sanitation Services in the MENA region			
Program Result: 2. Scaled up operator certification programs to a regional level			
Intermediate Result: N/A			
Indicator: Change in job performance due to obtaining operator certification and/or participation in twinning			
DESCRIPTION			
Definition: Qualitative measure as reported by the trainee and his/her supervisor in response to TIA questionnaire and interview			
Unit of Measure: Percentage reporting degree of improvement in job performance			
Disaggregated by: Country, certification program, level, twinning, gender, and institution/utility, trainee, supervisor			
PLAN FOR DATA ACQUISITION & REPORTING			
Data Collection Method: TIA questionnaires and interviews (CIS may allow posting)			
Data Source(s): Trained operators and their immediate supervisors at participating utilities			
Frequency/Timing of Data Acquisition: Upon completion of training and at 6-month interval thereafter.			
Reporting of Data: CIS reports. IWSMR quarterly and annual progress reports			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
1, 2	80%		Trainees and supervisors reporting positive improvement via TIA
THIS SHEET LAST UPDATED: November 2013			

IWSMR Performance Indicator Description			
Program Objective: Improved Water and Sanitation Services in the MENA region			
Program Result: 2. Scaled up operator certification programs to a regional level			
Intermediate Result: N/A			
Indicator: Change in attitude, confidence and self-esteem due to obtaining operator certification			
DESCRIPTION			
Definition: Qualitative measure as reported by the trainee and his/her supervisor in response to TIA questionnaire and interview			
Unit of Measure: Percentage reporting degree of improvement in attitude, confidence and self-esteem resulting from obtaining certification			
Disaggregated by: Country, certification program, level, gender, and institution/utility, trainee, supervisor			
PLAN FOR DATA ACQUISITION & REPORTING			
Data Collection Method: TIA questionnaires and interviews (CIS may allow posting)			
Data Source(s): Trained operators and their immediate supervisors at participating utilities			
Frequency/Timing of Data Acquisition: Upon completion of training and at 6-month interval thereafter.			
Reporting of Data: CIS reports. IWSMR quarterly and annual progress reports			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
1, 2	80%		Trainees and supervisors reporting positive improvement via TIA
THIS SHEET LAST UPDATED: November 2013			

IWSMR Performance Indicator Description			
Program Objective: Improved Water and Sanitation Services in the MENA region			
Program Result: 2. Scaled up operator certification programs to a regional level			
Intermediate Result: 2.1 Enhanced training materials and certification framework			
Indicator: Number of courses (materials) and tests finalized for regional certification			
DESCRIPTION			
Definition: Operator certification and training courses/tests approved by the ACWUA Board and finalized for regional use. Each ACWUA course includes: Trainee Guide; Trainer Guide; Visual Aids; and, Tests (Controlled by CAQA)			
Unit of Measure: Operator certification programs, courses, and associated tests:			
<ul style="list-style-type: none"> • Water Treatment Operator – 4 Courses (1 per operator level) • Water Distribution Operator – 2 Courses plus Nonrevenue Water • Wastewater Treatment Operator – 4 Courses • Wastewater Collection Operator – 2 Courses • Utility Manager – 1 Course • TOT – 1 Course 			
Disaggregated by: Course delivery type: traditional classroom training and/or distance learning.			
PLAN FOR DATA ACQUISITION & REPORTING			
Data Collection Method: Report of ACWUA Board approval of programs, courses, tests			
Data Source(s): ACWUA Secretary General (or delegate)			
Frequency/Timing of Data Acquisition: ACWUA approval			
Reporting of Data: CIS status reports: programs, courses, tests. IWSMR quarterly and annual progress reports			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
1, 2	14		ISD was added in 2014. Additional high priority programs/courses may be identified in the Assessment (Stage 1 and 2). Development will be based on available time and resources. (lab technician; youth employment; gender balance programs are under consideration)
THIS SHEET LAST UPDATED: August 2014			

IWSMR Performance Indicator Description			
Program Objective: Improved Water and Sanitation Services in the MENA region			
Program Result: 3. Improved performance of regional water and wastewater utilities by leveraging USAID-funded improvements			
Intermediate Result: N/A			
Indicator: Utility performance measures selected for each twinning activity based on scope of partnership			
DESCRIPTION			
Definition: Each twinning activity (bilateral; multilateral) targets improvement in a specific utility function e.g., treatment efficiency, collection rates, non-revenue water (NRW) rates. Depending upon the function identified for the twinning exchange, specific quantitative indicators will be determined and included in the twinning agreement MOU signed by ACWUA and the partner utilities.			
Unit of Measure: As per indicators specified in the MOU			
Disaggregated by: Twinning partner utilities as required			
PLAN FOR DATA ACQUISITION & REPORTING			
Data Collection Method: Twinning MOU; Methods as appropriate for the agreed indicators			
Data Source(s): TBD as appropriate for the agreed indicators			
Frequency/Timing of Data Acquisition: Upon completion of the twinning activity and at 6-month interval thereafter			
Reporting of Data: CIS Twinning Reports. IWSMR quarterly and annual progress reports			

PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2	TBD		Based on utility function and related indicators
THIS SHEET LAST UPDATED: August 2014			

IWSMR Performance Indicator Description			
Program Objective: Improved Water and Sanitation Services in the MENA region			
Program Result: 3. Improved performance of regional water and wastewater utilities by leveraging USAID-funded improvements			
Intermediate Result: 3.1 Increased exchange between water and wastewater utilities			
Indicator: Number of twinning arrangements piloted			
DESCRIPTION			
Definition: A twinning arrangement links a mentor utility that excels in a particular function with one or more partner utilities that recognize their need to improve in the specified function. Twinning arrangements can be bilateral involving a pair of utilities; or, multilateral, where one mentor utility shares its practices with more than one partner utility. Whether bilateral or multilateral, each exchange is counted as a single twinning arrangement.			
Unit of Measure: Number of twinning arrangements (bilateral; multilateral)			
Disaggregated by: Utility function, country, gender, and institution/utility.			
PLAN FOR DATA ACQUISITION & REPORTING			
Data Collection Method: MOUs; Twinning Completion Reports			
Data Source(s): ACWUA Secretary General (or delegate); CIS Twinning Reports			
Frequency/Timing of Data Acquisition: Upon signed of twinning MOUs and completion of twinning activity			
Reporting of Data: CIS Twinning Reports. IWSMR quarterly and annual progress reports			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2	5		Implementation of twinning activities is contingent upon securing donor funding. 10 additional twinning activities planned
THIS SHEET LAST UPDATED: November 2013			

ANNEX D

ACWUA - IWSMR Training Plan

Capacity Building and Certification Training Plan									
No.	IWSMR Training Component	Course Title	Location	No. of Participants	Target Group	Course Duration	Planned Training Dates		Remarks
							From	To	
1	CB Training	Train of Trainers (TOT(1))	Jordan (TCN) - Amman	24	Engineers / Operators / other trainers	5 days	Sun May 18,2014	Thurs May 22,2014	Jordan :22 Iraq:2
2		TOT(2)	West Bank- Nablus	12	Engineers / Operators / other trainers	5 days	Sun Jun 15,2014 Sun August 03,2014	Thurs Jun 19,2014 Thurs August 07,2014	The training date has been shifted due to the security situation in Nablus
3		TOT (3)	Yemen- Sana	12	Engineers / Operators / other trainers	5 days	Sun Aug 17,2014	Thus Aug 21,2014	
4		TOT(4)	Egypt (1)- Cairo	18	Engineers / Operators / other trainers	5 days	Sun Sept 28,2104	Thurs Oct 2,2014	
5		TOT(5)	Lebanon- Beirut	12	Engineers / Operators / other trainers	5 days	Mon Oct 27,2014	Fri Oct 31,2014	
6		TOT(6)	Egypt (2) (TCN)- Cairo	16	Engineers / Operators / other trainers	5 days	Sun Nov 23,2014	Thurs Nov 27,2014	Egypt:8 Lybia:2 Tunisia:2 Algeria:2 Morocco:2
7		Instructional Systems Design (ISD)	Egypt (TCN)- Cairo	15	Training Curricula Developers	5 days	Sun Dec 14,2014	Thurs Dec 18,2014	Jordan :7 Egypt:8
		Sub Total		109			Sub Total		

8	Certification Training	Certification Pilot Training (WWTO Level 1)	West Bank- Nablus	24	Engineers/ Operators	10 days	Sun Oct 12,2014	Thurs Oct 23,2014	
9		Certification Pilot Training (WWTO Level 1)	Yemen- Sana	24	Engineers/ Operators	10 days	Sun Dec 7,2014	Thurs Dec 18,2014	
10		Certification Pilot Training (TBD)	Lebanon- Beirut	24	Engineers/ Operators	10 days	Mon Feb 16,2015	Fri Feb 27,2015	
11		Certification Training (UM Level 1)	Jordan (TCN)- Amman	24	Engineers/ Operators	10 days	Sun Apr 5,2015	Thurs Apr 16,2015	Jordan:6 Egypt:6 Morocco:2 Algeria:2 Tunisia:2 Lybia:2 Iraq:4
			Sub Total	96					
			Total	205					

ANNEX E

Certification Information System (CIS)

Section A. Background, Scope of Work, Deliverables and Deliverables Schedule

A.1. Background

The Improving Water and Sanitation Services in the MENA Region (IWSMR) Program is a USAID program implemented by Chemonics International in Jordan. The goal of the IWSMR project is to build the capacity of ACWUA to enable them to achieve their mandate to promote certification and accreditation, capacity development and information exchange among water and wastewater utilities and professionals during and beyond project completion, to evaluate the feasibility of and develop and implement a mechanism to most effectively scale existing water and wastewater operator certification programs in Jordan and/or Egypt to regional scale and to leverage regional USAID funded improvements in water and sanitation utility management and operation by exploring training opportunities (such as utility twinning) to encourage information exchange and disseminate best practices in the water and sanitation industry.

The purpose of this Subcontract is to develop a web-based training and certification information system (CIS) integrated with ACWUA's current website. The system will track relevant training and allow ACWUA and operators to store training records and certifications centrally. The system will be designed so that reports can be generated that inform training needs.

A.2. Scope of Work

The Subcontractor is requested to develop a web-based training and certification information system that allows ACWUA to use the data stored in this system to develop an operator peer network and inform recruitment and placement for utilities within the region.

Information will be provided to help utilities throughout the region understand the differences between established training and certification programs. The subcontractor will develop the software and parameters, as stipulated in the deliverables table below. IWSMR and ACWUA will use this software to improve knowledge management. The CIS will allow for the development of a database of regional experts and training programs offered by members. The CIS will also serve as a resource library.

Association of Boards of Certification (ABC) and Office of Water Programs/ California State University Sacramento (OWP/CSUS) will share their effective information system models and participate in designing ACWUA's CIS, as needed.

A.3. Deliverables

The Subcontractor shall deliver to Chemonics the following deliverables:

Deliverable No. 1: Design the following:

1. The CIS Interface
2. Certification policy forms and lists.
3. Available certification courses forms, schedules, and lists.
4. Country profile forms and lists
5. Utility profile forms and lists
6. Operator/ trainee profile forms
7. Operator/ trainee certification training record
8. Administrative processes forms
9. Training Impact Assessments data collection forms, reports
11. ACWUA library/repository - searchable

Deliverable No. 2: Program the parameters

Deliverable No. 3: Ensure that all the CIS components and modules work properly.

Deliverable No. 4: Upgrade ACWUA's server and hardware to have the following specifications:

- Add memory to have a total of 16 GB.
- Add 2 hard disks (500 GB each) to have a total of 3 hard disks. This "RAID system" will provide the opportunity to replace it without losing data, in case of hard disk failure. Additionally, it will provide for more storage capacity.

Deliverable No. 5: Implement the installation on the designated server and provide a comprehensive Final Report that includes details on the Certification Information System developed. The final report should detail the functions of the CIS system and will include a user-guide so CIS users can navigate the system with ease. In addition, the Final Report shall include a summary of all processes, contact information, and guidance for exercising warranty service and support on the various commodities supplied under this subcontract. The Final Report shall be submitted in Microsoft Word and PDF format to Zaid Alqaisi, IWSMR DCOP.

Deliverable No. 6: Training of ACWUA staff on all levels of CIS management, including the administrator, content, and data entry.

Deliverable No. 7: The CIS system is ready for use.

A.4. Deliverables Schedule

The Subcontractor shall submit the deliverables described above in accordance with the following Deliverables Schedule:

Deliverable Number	Deliverable Name	Deliverable Due Date	Delivery Location/Method
1	Designed CIS Software	7/72/2014	ACWUA Offices
2	Programmed CIS Software	8/72/2014	ACWUA Offices
3	Upgraded ACWUA' s Hardware and server	8/72/2014	ACWUA Offices
4	Tested (CIS) Software	9/30/2014	ACWUA Offices
5	Installed (CIS) software and submission of technical report	01/5/2014	ACWUA Offices
6	ACWUA Staff training concluded	01/9/2014	ACWUA Offices
7	Operational CIS Software	11/13/2014	ACWUA Offices

Section C. Period of Performance

The effective date of this fixed price subcontract is Jun 26, 2014, and the completion date is Nov 13, 2014.

CIS for ACWUA

Item	Notes																																																																																																																																																															
Project communication Language	English This will be used for <ol style="list-style-type: none"> 1. Emails 2. Project Report 3. Progress reports 																																																																																																																																																															
Project schedule & Major Milestones	<p>As per the Order Confirmation, the project's duration is a total of 19 weeks. The project's duration ends by the date of issuing the Acceptance Certificate.</p> <table border="1" data-bbox="426 634 2043 964"> <thead> <tr> <th data-bbox="426 634 1045 711" rowspan="2">ACTIVITY</th> <th colspan="19" data-bbox="1045 634 2043 675">Weeks (8)</th> </tr> <tr> <th data-bbox="1045 675 1087 711">1</th> <th data-bbox="1087 675 1129 711">2</th> <th data-bbox="1129 675 1171 711">3</th> <th data-bbox="1171 675 1213 711">4</th> <th data-bbox="1213 675 1255 711">5</th> <th data-bbox="1255 675 1297 711">6</th> <th data-bbox="1297 675 1339 711">7</th> <th data-bbox="1339 675 1381 711">8</th> <th data-bbox="1381 675 1423 711">9</th> <th data-bbox="1423 675 1465 711">10</th> <th data-bbox="1465 675 1507 711">11</th> <th data-bbox="1507 675 1549 711">12</th> <th data-bbox="1549 675 1591 711">13</th> <th data-bbox="1591 675 1633 711">14</th> <th data-bbox="1633 675 1675 711">15</th> <th data-bbox="1675 675 1717 711">16</th> <th data-bbox="1717 675 1759 711">17</th> <th data-bbox="1759 675 1801 711">18</th> <th data-bbox="1801 675 2043 711">19</th> </tr> </thead> <tbody> <tr> <td data-bbox="426 711 1045 748">Project Kick-off</td> <td style="background-color: #cccccc;"></td> <td></td> </tr> <tr> <td data-bbox="426 748 1045 821">Data gathering & producing project scope document</td> <td style="background-color: #cccccc;"></td> <td style="background-color: #cccccc;"></td> <td></td> </tr> <tr> <td data-bbox="426 821 1045 859">CIS Design</td> <td></td> <td></td> <td style="background-color: #cccccc;"></td> <td style="background-color: #cccccc;"></td> <td></td> </tr> <tr> <td data-bbox="426 859 1045 896">Hardware Upgrade</td> <td></td> <td></td> <td></td> <td></td> <td style="background-color: #cccccc;"></td> <td></td> </tr> <tr> <td data-bbox="426 896 1045 933">Installation & Training</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td style="background-color: #cccccc;"></td> <td></td> <td></td> <td></td> </tr> <tr> <td data-bbox="426 933 1045 964">Project Acceptance</td> <td></td> <td style="background-color: #cccccc;"></td> <td style="background-color: #cccccc;"></td> <td style="background-color: #cccccc;"></td> </tr> </tbody> </table> <p><u>The major milestones for the project are:</u></p> <ul style="list-style-type: none"> • Project Start Date = 30/06/2014 • Project Kick off meeting = 08/07/2014 • Milestone 1: CIS Design 27/07/2014 • Milestone 2: Upgrade Hardware 28/08/2014 • Milestone 3: Installation 12/10/2014 	ACTIVITY	Weeks (8)																			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	Project Kick-off																				Data gathering & producing project scope document																				CIS Design																				Hardware Upgrade																				Installation & Training																				Project Acceptance																			
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	<ul style="list-style-type: none"> • Milestone 4: Training completion 16/10/2014 • Milestone 4: Project acceptance 13/11/2014
Data Gathering	ISS will request the information needed to create the CIS design and ACWUA provide them in electronic format
Project Duration	19 weeks
Deliverables	<hr/> <p><i>Project Main Deliverables</i></p> <ol style="list-style-type: none"> 1. Design CIS software includes the following: <ol style="list-style-type: none"> a. The CIS Interface b. Certification policy Forms and lists. c. Available certification courses forms, schedules, and lists. d. Country Profile forms and lists e. Utility Profile forms and lists f. Operator/ Trainee profiles g. Operator/ Trainee certification training record h. Administrative Processes i. Training Impact Assessments data collection forms, reports j. ACWUA library/repository - searchable 2. Implement CIS parameters as explained in the technical proposal 3. Test CIS software

4. Upgrade Hardware as explained in the technical proposal
5. Install the product and configure it
6. Train ACWUA on using it, training includes
 - a. HR Training, which includes
 - i. Definitions: Explain how to create and change the organizational structure and job structures, and how to make all definitions and change them.
 - ii. Employees records
 - iii. Transactions
 - iv. Reports
 - b. IT Training, which includes
 - i. Security features.
 - ii. Notification configuration
 - iii. VOLT Log files
 - iv. Where VOLT saves its data (all data is saved in the VOLT database except the employees pictures, Employee attachments, and company logo)
 - v. How to upload already created crystal reports outside VOLT into VOLT and make them appear in VOLT menus
 - vi. Backup and restore of VOLT data
 - vii. How to configure Workflow and approval cycles for ESS
 - c. Employees and Managers Self services, which includes

	<ul style="list-style-type: none">i. Show employees how to view the records they were given access to, and how to create the transactions they were given access to, and how to send reminders, escalations and follow up on the status of their requests.ii. Show Managers same things the employee saw, plus how to approve requests and train them on the requests that they were given access to (not employee's requests), these might include requests for employee transfer, disciplinary actions, raises, bonuses ... etc.
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ANNEX F

Task Force Terms of Reference for Egypt and Jordan Reciprocity

FOR THE ACWUA REGIONAL OPERATOR CERTIFICATION TRAINING PROGRAM (ROCTP) TASK FORCE

IWSMR INTRODUCTION AND BACKGROUND

To improve water and sanitation services in the MENA Region, the United States Agency for International Development (USAID)-funded Improving Water and Sanitation Services in the MENA Region (IWSMR) project intends to build on successful USAID-supported efforts to develop water and wastewater operator training and certification programs in Jordan and Egypt. The IWSMR team, embedded within the Arab Countries Water Utilities Association (ACWUA), will work with water utilities and government agencies throughout the region to improve the capacity of the sector to deliver water and wastewater services in the region. Key counterpart agencies include, but are not limited to, ACWUA utility members, regulatory agencies, Jordanian and Egyptian accreditation bodies, the Egyptian Water Regulatory Authority (EWRA), the Jordanian Center of Accreditation and Quality Assurance (CAQA) and the Housing and Building National Research Center (HBNRC) in Egypt.

Work under IWSMR is designed to be regional and catalytic. Previous experiences will be built upon and new approaches employed to reduce costs, and scale impact. The geographic focus of this project is the Middle East and North Africa (MENA) with a target of wide regional partnership and participation. Consistent with U.S. foreign policy and the MENA regional focus, participating countries may include Morocco, Tunisia, Algeria, Libya, Egypt, Jordan, West Bank/Gaza, Lebanon, Yemen, and Iraq, subject to USAID approval. Other member countries will ultimately benefit from the outcome and deliverables of the Task Force which falls under IWSMR's activities as per the project scope of work and implementation plan.

Assessment and implementation of various operator training, twinning and distance learning are drivers for IWSMR during its lifetime. The outcome of these activities will result in model training programs that ACWUA will use for future implementation in member countries and utilities. IWSMR aims to involve all ten (10) participating MENA countries as listed above with the possibility of involving other self-funding ACWUA member countries.

The IWSMR Project has three main components which are:

Component 1 - Build ACWUA Capacity

Supported by USAID, ACWUA has assumed regional leadership as a training coordinator, provider and promoter of a harmonized and standardized certification and accreditation system. Building on its 18-country network, ACWUA is fostering experience exchanges and leveraging the resources of its members to further develop and roll out a regional platform for operator certification.

During IWSMR's planning phase, ACWUA requested IWSMR support in updating the association's current business plan, developing the second five-year plan (2015-19), establishing a certification unit and information system, and preparing the organization to

receive USAID and other donor funds. These and other areas of intervention that directly assist ACWUA in fulfilling its mandate will be assessed utilizing ABC as a mentor plus other similar international entities where possible.

Component 2 - Regional Water and Wastewater Operator Certification Program

Equipped with the products generated by the successful Jordan Operations & Maintenance Training (OMT) program, ACWUA intends to capitalize on operator certification advances to spearhead a Regional Operator Certification Training Program (ROCTP) among ACWUA's 106 member utilities. Over the past five years, ACWUA has joined ABC as a regulatory member and has built a working relationship with its governing body and with California State University's Office of Water Programs, publishers of the definitive reference material in this domain. ACWUA's board is very supportive of a regional certification program and believes the market is in need of region-wide standards for operators. Association members are ready to invest in human resources to help preserve utility infrastructure and improve service delivery. IWSMR will fully exploit achievements in this domain and, working through ACWUA's board, will seek to assist ACWUA in launching a region-wide campaign to introduce operator certification, explain its benefits, and solicit applicants for the various offerings under the program among the association's members or through buy-ins from donor activities in the water and wastewater sector.

Component 3 - Utility Twinning and Leveraging Best Practices

While there are numerous examples of sound business and O&M practices throughout the region, knowledge is rarely transferred among utilities within a particular country, much less the region. Twinning helps introduce local best practices at the national and regional scale, taking into account lessons learned from previous experiences. Using the annual ACWUA conferences and periodic meetings, the ACWUA newsletter and website, and communication between ACWUA's general secretariat and regional members, IWSMR will facilitate links with international communities of practice and support targeted twinning programs among ACWUA members.

TASK FORCE PURPOSE, COMPOSITION, FUNCTIONS, AND ACTIVITIES

Currently, two distinct programs exist for water and wastewater utility operator certification training: one in Egypt and one in Jordan.

Purpose

The Task Force is a critical factor for assessing the current state of the Jordanian and Egyptian certification training programs and recommending actions to update or amend these programs for regional application. The support will include:

1. Study all the existing Egyptian and Jordanian certification training program materials as indicated below:
 - 1.1 Program outlines
 - 1.2 Policy frameworks
 - 1.3 Available certification training courses and materials
 - 1.4 Certifications tests, results and evaluations

- 1.5 Results of training evaluations
 - 1.6 Results of Training Impact Assessments (TIA)
 - 1.7 The IWSMR comparison report between the two programs
 - 1.8 The IWSMR Egypt mission report
 - 1.9 Any other available resources which will be documented in the final report.
2. Upon reviewing, identify any existing gaps/differences and areas for improvement in the two certification programs under these headings:
 - 2.1 Programs outlines
 - 2.2 Policy frameworks
 - 2.3 Certification training courses and materials
 - 2.4 Certifications tests, results and evaluations
 - 2.5 Training Impact Assessments
 - 2.6 Any other necessary materials or supplemental resources
3. Develop a technical report that includes the results of the Task Force work analyzing the two training programs for adequacy and any needs for improvement or recommendations for regional application. The report shall include a detailed comparison matrix indicating the actual requirements for each training course/module so that it is ready for regional application. The report should address the issue of overlap of the two programs and make a definitive recommendation on whether the programs should, in the case of significant overlap, be merged/integrated, or, in the case of minimal or no overlap, be simply added together. The task force may also elect to recommend that integration of the programs is not optimal and the two programs should be offered separately for choice by participating countries and utilities elsewhere in the region.
 4. Draft an agreement between the two certifiers, the Jordanian Center of Accreditation and Quality Assurance (CAQA) and the Egyptian Housing and Building National Research Center (HBNRC) in conformance with their respective legislations to ensure mutual accreditation, testing, reciprocity of the certificates, and Third Country Nationals (TCN) Certification.
 5. Develop a set of procedures to be followed by subject matter experts (SMEs) to improve the certification training material and prepare it for regional roll out. For purposes of the Task Force, an SME is a training professional with instructional systems design qualifications as well as experience in or significant exposure to the subject areas of the training program (water and wastewater treatment, utility management, laboratory analysis, etc).

Composition

The Task Force should comprise participants from stakeholders involved in the area of certification training in Egypt and Jordan. In particular, the Task Force will comprise the following:

Egyptian Representatives

- One representative from the Holding Company for Water and Wastewater (HCWW)

- One representative from the Housing and Building National Research Center (HBNRC)
- Subject Matter Experts (SME's) as and when required

Jordanian Representatives

- One representative from the Center of Accreditation and Quality Assurance (CAQA)
- Subject Matter Experts (SME's) as and when required

ACWUA and IWSMR Representatives

- One representative from ACWUA
- One representative from IWSMR

Nomination Process

Under the coordination of IWSMR and ACWUA, the participating organizations will identify their representatives; IWSMR will send official letters seeking nominations of representatives.

Organization

The Task Force members will meet twice during their tenure. The first meeting will be held in Amman, Jordan during the first week of June 2014, and the second will be held during the first week of September, 2014 in Cairo, Egypt. IWSMR will manage the circulation of documents and the comments among members.

Capacity Building

The Task Force will be supported by technical and facilitation input of IWSMR project experts on the Instructional System Design (ISD) to ensure members understanding in terms of the standard scientific approach that have been used to develop the available training material, and must be used to assess said material and define improvement requirement(s).

TASK FORCE DELIVERABLES

The Task Force will submit the deliverables shown in the table below:

Deliverables	Responsible Party	Date
Technical Report <ul style="list-style-type: none"> • Executive Summary of Certification Program review • Analysis of material and testing to identify gaps • Recommendations, as described above under Purpose, 3. 	Task Force	07, September,2014
Agreement between CAQA and HBNRC	CAQA, HBNRC, ACWUA, and IWSMR	07, September,2014
Fine-tuned training material	Subject Matter Experts (SME's)	TBD

Annex F - CIS Activities	Task Force Action Plan																															
	Year 1														Year 2																	
	May				June				July				August				September				October				November				December			
	w1	w2	w3	w4	w1	w2	w3	w4	w1	w2	w3	w4	w1	w2	w3	w4	w1	w2	w3	w4	w1	w2	w3	w4	w1	w2	w3	w4	w1	w2	w3	w4
2.5 Define Requirements for a Sustainable Regional Platform for the Certification Program																																
Establish a Task force	█	█																														
Conduct 1st Task Force workshop in Jordan to introduce its mandate and agree on the work plan, schedule, and tasks assignment					█																											
Assess Existing Certification Programs in the MENA Region (Jordan and Egypt)					█	█	█	█	█	█	█	█																				
Identify any existing gaps/differences and areas for improvement in the two certification programs plus requirements for regional application													█	█	█	█																
Prepare a technical report recommending required actions																																
Draft agreement between CAQA and HBRC																																
Conduct 2nd Task force workshop in Egypt																																
* Review Task Force achievements and endorse results																																
* Discuss Draft agreement and sign the final agreement between CAQA and HBRC																																
Identify and contract SME (as required)																																
Fine-tune training material (if required)																																

ANNEX G

USAID Responsibility Determination

Improving Water and Sanitation Services in the MENA Region (IWSMR)

تحسين خدمات المياه والصرف الصحي في المنطقة العربية

Request for Quotations

RFQ Number: IWSMR-2014-11

Description: Short-Term Consultant Services

The Improving Water and Sanitation Services in the MENA Region Program (funded by USAID and implemented by Chemonics International Inc.) is soliciting quotations for a certified accounting and financial consultant to perform consultant services over a three-month period. Services rendered by the consultant will include implementation of audit recommendations from a Non-U.S. Organization Pre-award Survey (NUPAS) Report. According to report recommendations, the Consultant will improve the financial management, accounting systems, internal control systems, procurement, receipts, disbursements, fixed assets, and documentation of policies and procedures of the Arab Countries Water Utilities Association (ACWUA).

Description of Specific Services:

- 1) Update ACWUA's existing financial manual, including sections dealing with:
 - The creation of separate cost accounts for revenues and expenses based on each project's budget
 - Procedure for monthly analysis of variance between budgeted and actual expenditures
 - Categorization of direct vs. indirect costs
 - Update of ACWUA's existing procedures for disbursements (cash and checks)
 - Proper segregation of duties throughout the accounting cycle
 - Cash flow projection process
- 2) Upon completion of the above manual updates and others undertaken by the ACWUA team with support from the IWSMR project, conduct review of updated manual.

The full NUPAS report will be provided to the selected bidder to inform the work described above. It is anticipated that the described work will be performed over a three-month period and will conclude by the end of October.

Quotations: Quotations in response to this RFQ must be priced on a fixed-price, all-inclusive basis, including service delivery and all other costs. Pricing must be presented as a **daily rate in Jordanian Dinar (JD), accompanied by a number of person-days** required to complete the task. Quotations must remain valid for not less than thirty (30) calendar days after the offer deadline. Offerors are requested to provide quotations on official letterhead in hard copy or email format. Please include a copy of the CV of the consultant(s), offeror's registration or business license, and a copy of their identification card. All quotes should be addressed to the attention of Mrs. Suha Shalabieh by email at sshalabieh@iwsmr.com. **All offers should be sent by 12:00 p.m. Monday, July 21, 2014.** Please contact Mrs. Suha Shalabieh with any questions or for more information.

Taxes and VAT: The IWSMR Project is exempt from cooperating country taxes, duties, and VAT. Quotations should be free from Sales or Customs tax and any other tariffs and Duties.

Improving Water and Sanitation Services in the MENA Region (IWSMR)
19/A, Umm Umarah St., Al-Rasheed Area
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Tel: +962-6-5161-700 Fax: +962-6-5161-800

Improving Water and Sanitation Services in the MENA Region (IWSMR)

تحسين خدمات المياه والصرف الصحي في المنطقة العربية

Evaluation and Award: The IWSMR Program reserves the right to choose what the best offer is for their purposes. The award will be determined based on a best value, lowest-price and technically-acceptable basis. IWSMR intends to engage the consultant firm under a fixed-price services agreement for the duration of three months, as mentioned above.

ACWUA Action Plan for Implementation of NUPAS Recommendations																													
Criterion No and Name	Planned Actions	Responsibility			July			August			September			October			November			December									
		ACWUA	IWSMR	PwC	6-10	13-17	20-24	27-31	3-7	10-14	17-21	24-28	31-4	7-11	14-18	21-25	28-2	5-9	12-16	19-23	26-30	2-6	9-13	16-20	23-27	30-4	7-11	14-18	21-25
2.1 Bank reconciliation policies and procedures	1. Prepare bank reconciliations on a monthly basis	ACWUA financial manager																											
	2. Review historical bank records and prepare up-to-date bank reconciliations for all bank accounts	ACWUA financial manager																											
	3. Update financial manual to reflect this process.	ACWUA + IWSMR	ACWUA + IWSMR	ACWUA + IWSMR																									
2.2, 2.3 Chart of account, general ledger, and financial statements	4. Post transactions on a daily basis	ACWUA financial manager and accountant (to be hired in late August - see item 6 below)																											

ANNEX H

Life of Project Procurement Plan (Year 2 Update)

Introduction

As required per Section C.7 of the contract, the purpose of this document is to provide a summary of our procurement approach for commodities and services to be used in activities implemented by the Improving Water and Sanitation Services in the MENA Region (IWSMR) project.

Commodities Procured during Year 1 and projections for Year 2

Based on technical activities as described in Phase I (Assessment) and Phase II (Implementation) of the Scope of Work, procurements under the IWSMR program are limited to the following:

1. *U.S. Manufactured Vehicle*: Per the approved proposal budget, and with the approval of the CO Susan Thomas, the project purchased one U.S. manufactured vehicle to transport project staff and complete daily project errands. The vehicle was purchased in January 2014.
2. *Office and IT equipment*: Office furniture and IT equipment was purchased during project start-up to provide desks and computers for project staff members.
3. *Eco Consult-Time and Materials Subcontract*: Beginning in October 2014, Eco Consult began furnishing the IWSMR program with long-term and short-term labor. As DCOP and Training Specialist, Zaid AlQaisi, is providing support to TOT events, Egypt-Jordanian Taskforce activities, and overarching technical support to IWSMR. Short-Termer, Lina Sheqem, is providing support to Arab Countries Water Utilities Association (ACWUA) Business Plan for 2015-2019. CO Consent to subcontract with Eco Consult was provided under section H. 20 “Subcontractor Approval,” of the IWSMR contract.
4. *PwC NUPAS Report*: In accordance with Section 2.1.3 of the contract, IWSMR procured a pre-award survey of ACWUA’s existing financial and management systems, in the hopes of helping them achieve a responsibility determination from USAID in the future.
5. *Computer Information System (CIS)*: A subcontract with Integrated Standard Solutions (ISS) has already been executed for the purpose of developing a web-based training information system. This system is expected to be complete o/a November 2014 in Year 2.
6. *Other TBD Fixed Price Subcontracts*: Other fixed price subcontracts include services related to training and twinning. Subcontracts in 2014 and 2015 will include audit services for the purpose of updating ACWUA’s Financial Policy Manual in accordance with NUPAS report recommendations. Minor subcontracts for occasional labor and/or professional services relating to IT support will be renewed/executed, as needed. In accordance with our Implementation Plan, IWSMR will fund 6 TOT events, 3 Regional Training events (Pilot Trainings), 1 Instructional Systems Design (ISD) course, and 1 Utility Manager training over the life of project. Funds will be used for subcontracts to support these training, materials development, and twinning efforts, accordingly.

Procurement Advertising, Offer Evaluation, and Contract Award

The IWSMR Project will ensure that the following core principles are adhered to when purchasing necessary commodities and supplies:

- *Competition:* The project will release an RFQ and obtain three quotations for any commodity transaction above the \$500 threshold. An evaluation committee of three project staff members will review quotations and award purchase orders to the company that provides the best value to USAID. All procurements will be documented. Goods received notes, invoices, and purchase orders will be saved in project files.
- *Geographic Code:* The procurements will adhere to the authorized Geographic Code 937 source and nationality requirements as specified in section H.8 of the IWSMR contract.
- *Restricted Goods:* Any restricted goods will be procured in accordance with applicable ADS 312 requirements; Contracting Officer (CO) approval will be obtained prior to the purchase of any restricted goods.
- *CO Consent:* For any transaction exceeding the acquisition threshold of \$150,000, the IWSMR Project will obtain CO consent to subcontract with the selected vendor, as required by FAR section 52.244-2. The project does not anticipate any procurement to exceed the \$150,000 threshold due to the low value of commodities needed to implement the program.
- *SAM:* Prior to award, all suppliers will be vetted through the IWSMR Project standard procedures of verifying eligibility, such as checking the System for Award Management (SAM).

Inventory, Marking, and Disposition

The IWSMR Project maintains an inventory tracker of commodities purchased above the \$50 threshold. The IWSMR Project will continue to ensure that equipment is marked with the USAID identity logo and complies with USAID Marking/Branding Procedures per AIDAR 752.7009. During project closeout, the program will submit a detailed inventory distribution plan to USAID for approval by the Contracting Officer. The inventory disposition plan will specify the Arab Countries Water Utilities Association (ACWUA) as the recipient of the project's vehicle and office and IT equipment.

Anticipated Procurements for Year 1 and Year 2

Commodity/Service	Total/ Items	Amount	Estimated Timing (Month/Year)
Project Vehicle	1	██████	January, 2014
Office Equipment, Office Make Ready and continued Maintenance	<ul style="list-style-type: none"> • Furniture • Phones • Office Supplies 	██████	October – December, 2013
IT Hardware, Software, and Support Services	<ul style="list-style-type: none"> • Computers • Server • Software • IT Support 	██████	November, 2013-September, 2015
Eco Consult Time and Materials Subcontract	<ul style="list-style-type: none"> • 1 Long-Term and 1 Short-Term Personnel 	██████	October, 2013-September, 2015
Fixed Price Subcontracts	<ul style="list-style-type: none"> • Computer Information System (CIS) • PwC NUPAS • TOT Events, ISD, Regional Trainings, Twinning 	██████████	May, 2014 – September, 2015

