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ADVANCING THE BLUE REVOLUTION INITIATIVE

**TRAINING REPORT
FUTURE WATER LEADERS MODULE 2
DECEMBER 14-18, 2008, CAIRO, EGYPT**

SEPTEMBER 2008

This publication was produced for review by the United States Agency for International Development. It was prepared by DAI.

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AUGUST 14-18, 2008, CAIRO, EGYPT**

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USAID – DAI Contract No. EPP-I-00-04-00023-00

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PREFACE

The Future Water Leaders Program represents one of several activities that compose the Advancing the Blue Revolution Initiative (ABRI). This program, described more fully within, is a capacity building and mentoring program which complements ABRI's broader initiatives in transboundary water resources management, water resources planning, water supply and sanitation, and the creation of co-investment partners and alliances. The program includes five modules, the first of which was held in Amman in August 2008, and the second, described here, in Cairo in December 2008. Subsequent modules are scheduled for May 2009, likely October 2009, and February 2010.

Peter Reiss
Chief of Party
Cairo, Egypt
January 12, 2008

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BACKGROUND

The Future Water Leaders Program (FWL) represents an important element of ABRI's broader set of activities. The fundamental details of the program described here correspond to the text in the ABRI Year 2 Work Plan.

GEOGRAPHIC FOCUS

Countries in the region covered by USAID/OMEP, broken down into the following categories:

Countries where USAID has significant activities in the water sector: Egypt, Iraq, Jordan, Lebanon, Palestine.

Countries with USAID Missions, but no significant activities in the water sector: Morocco, Yemen.

Countries with no USAID presence: Algeria, Libya, Oman, Tunisia.

Countries with high income: Bahrain, Kuwait, Qatar, Saudi Arabia, United Arab Emirates.

At the time of the Year One Work Plan, we had considered that this program would also be open to participants from Africa. Per the discussion below, the focus now is only on the Middle East.

ABRI CORE PERSONNEL

Manar Fayyad, Activity Manager. Dr. Fayyad is a professor of chemistry based at the University of Jordan in Amman.

Dan Rothberg, ABRI Deputy Chief of Party, based at DAI's offices in Bethesda, Maryland.

Samir Shawky, Training Manager. Mr. Shawky is based at EQI's office in Cairo.

OBJECTIVES

- Create a cadre of people who have a vision and are advocates for the Blue Revolution, who have the knowledge to be good resource and organizational managers, and who have the leadership ability to make good decisions.
- Enhance the skills and professional networks of individuals who are on a path toward assuming leadership positions in the water supply and sanitation sector.
- "Institutionalize" the FWL Program so that it is a regionally recognized and credible program.
- Connect the FWL Program to some other sponsor or "owner" to ensure the program's sustainability beyond the life of the ABRI task order. The sponsor could be a regional platform (e.g., the Arab Countries Water Utility Organization, ACWUA), a large private company (e.g., Coca Cola), an international organization from outside the Middle East (e.g., the Stockholm International Water Institute (SIWI), the Institute for International Education (IIE), or a well-known university from within the Middle East (e.g., University of Jordan or the Jordan University of Science and Technology).

DESCRIPTION/APPROACH

The Future Water Leaders Program provides training to approximately 25 mid-career professionals from the water supply and sanitation sector. Participants will meet during five formal one-week training sessions and maintain a network of peer and mentor-led support over the period of August 2008 – January 2010. Four formal modules are scheduled, the first two of which were in Amman, Jordan in August 2008 and Cairo, Egypt in December 2008. Subsequent locations and precise timing may vary

due to political conditions. Nonetheless, they are currently planned per the table below. The fifth training opportunity will not be a module for all 25 participants, but instead will be a series of tailored instructions or study tours for subsets of the participants.

Candidates must come from the field of water supply and sanitation, but may have any type of individual expertise (e.g., engineering, finance, public awareness) and may come from a variety of organizations (e.g., national-level agencies, local agencies, utilities, private sector, NGOs, universities). We have purposefully limited participation to the one sector in order to better create a network among a group of technical peers, solicit interest from outside investors who are attracted to water supply and sanitation, and to facilitate the design of individual modules for a common set of participants. If the program is successful, there can be future cadres of participants from other sectors, such as irrigated agriculture.

TABLE 1: FUTURE WATER LEADERS MODULES

Module Title	Date	Location
Expanding the Network to Reach the Poor	August 2-8, 2008	Amman, Jordan
Regulatory Reform	December 14-18, 2008	Cairo, Egypt
Asset Management	May 2009	Marrakesh, Morocco
Tailored Study Tours	October/November 2009	Middle East
Rural Sanitation	February 2010	Sana'a, Yemen

IMPLEMENTATION OPPORTUNITIES AND CHALLENGES

The two primary challenges to the program are finding the right participants and sustainability. We have determined that the “right” candidates are not necessarily the “best” or the “perfect” candidates. In making participant selection, we are striving for diversity of gender, national background, and types of expertise and organizations represented. At the same time, we recognize that the first group may not meet all diversity criteria. However, if the first cadre of participants is successful, then there will be future groups that allow us to reach a wider group of applicants.

We do not wish for the Future Water Leaders program to be a one-time event that ends with ABRI. The inherent and lasting value of the “brand” – being a Blue Revolution Fellow who is recognized and promoted as a possible leader in his or her home country – relies on the continuation of the program. This challenge gives further importance to the topic of partnerships, below.

POTENTIAL PARTNERSHIPS

Partnerships, sponsorship, or investment could take several forms. We will investigate all of these in the coming year. A regional body such as ACWUA or the Arab Water Council may wish to adopt FWL as its own. A large private company, such as Citibank, could become the permanent or largest sponsor. An international body from outside the Middle East, such as SIWI or an established US training entity, like IIE (which manages the Fulbright program) could take ownership. A well-known university might associate with the program and offer a certificate or academic credit to participants (e.g., the King Abdullah University of Science and Technology). Finally, a private company with a vested interest in the water sector (e.g., Oracle, with its financial systems software), might sponsor parts of the program.

JUSTIFICATION

Identifying and support the next generation of leaders in the Middle East is consonant with the broader mandate of ABRI to transform the culture and governance of water and complements similar activities supported by the USAID Office of Middle Eastern Programs (i.e., the Peace Scholarships program, reaching undergraduates from the region) and the Bureau for the Middle East (i.e., the Training Future Leaders program, reaching people throughout the Asia and the Near East).

SELECTION PROCESS AND PARTICIPANTS

SELECTION PROCESS

The ABRI team released the formal program announcement and call for applications on April 1, 2008, sending hard and electronic copies to over 200 colleagues, government agencies, NGOs, universities, and donors throughout the Middle East. Applications were due by May 1. Upon the final tally, the summary of application data was as follows.

TABLE 2: APPLICANT DATA

Summary			Proposing Country *		
Total	105		Jordan	29	(10)
Male	83		Egypt	22	(1)
Female	22		Iraq	16	(2)
Organization Type *			West Bank/Gaza	15	(7)
			Yemen	8	
University	27	(8)	Morocco	5	
Utility	24	(1)	Algeria	3	(1)
National Government	22	(5)	Lebanon	3	(1)
NGO	14	(3)	Tunisia	2	
City/Municipality	8	(1)	UAE **	2	
Private Sector	8	(3)	Libya	0	
Donor	2	(1)	Oman	0	

* Female applicants in parentheses

** UAE applicants are of Egyptian and Jordanian nationality

Manar Fayyad, Dan Rothberg, Samir Shawky, and ABRI Chief of Party reviewed all applicants, and reviewed individual applications with OMEP technical liaison Eric Viala. We then interviewed all high-ranking applicants by telephone, and/or vetted applicants through our trusted counterparts and colleagues in respective host countries.

We submitted a formal list of 26 recommended applicants and 10 waitlisted candidates to CTO John Wilson, copying Eric Viala, on May 19, in order for USAID to conduct further internal vetting of candidates. Eric Viala provided concurrence to proceed with the recommended applicants on June 3.

ABRI contacted all final approved candidates immediately. One candidate, a woman from Lebanon, declined our offer of acceptance as she had determined that the political situation in her country demanded she emigrate to Canada. As such, we selected a woman [from the West Bank/Gaza] from the pre-approved waitlist of ten candidates prior to the first module.

PARTICIPANTS

The summary participant data and final list of participants are shown in Tables 3 and 4, below.

TABLE 3: PARTICIPANT DATA

Summary			Proposing Country *		
Total	27		Jordan	5	(2)
Male	19		Egypt	4	
Female	8		Iraq	3	(1)
Organization Type *			West Bank/Gaza	5	(4)
			Yemen	3	
University	3	(1)	Morocco	3	
Utility	10		Algeria	1	(1)
National Government	7	(2)	Lebanon	1	
NGO	2	(1)	Tunisia	1	
City/Municipality	1	(1)	UAE **	1	
Private Sector	3	(2)	Libya	0	
Donor	1	(1)	Oman	0	

* Female applicants in parentheses

** UAE applicant is of Jordanian nationality

TABLE 4: PARTICIPANTS

No.	Country	Last Name	First Name	Age	Gender	Location	Organization	Position	Background
1	Algeria	Ghafouri	Nabila	28	Female	Annaba	University Badji Mokhtar	Economics researcher	Economics
2	Egypt	Abd El-Ghany	Mohamed Ahmed	26	Male	Cairo	Egypt Water and Wastewater Regulatory Agency	IT engineer	Civil engineering
3	Egypt	Abdel Samie	Khaled	38	Male	Cairo	Construction Authority for Potable Water and Wastewater	Project manager	Civil engineering
4	Egypt	Assal	Mohamed	43	Male	Damietta	Damietta Water Corporation (HCWW)	Chief, Technical Info. Dept.	Mechanical engineering
5	Egypt	El-Abd	Ashraf	39	Male	Cairo	Holding Company for Water and Wastewater	Director of Technical Office	Data management
6	Iraq	Hamad	Ammar Thamir	37	Male	Mosul	University of Mosul	Lecturer, researcher	Civil engineering
7	Iraq	Mahmood	Nashwan Shawkat	33	Male	Dohuk	University of Dohuk	Lecturer, researcher	Civil engineering
8	Iraq	Al-Jumali	Huda Jasim	28	Female	Baghdad	Mayorality of Baghdad	Site engineer	Engineering
9	Jordan	Al-Hanaqta	Yasser	31	Male	Aqaba	Aqaba Water Company	Wastewater manager	Engineering
10	Jordan	Al-Zoubi	Rania	33	Female	Amman	Mercy Corps	Monitoring and evaluation	Public administration
11	Jordan	Assayed	Al Moiyed	30	Male	Al Jubaiha	Royal Scientific Society	Environmental engineer	Environmental management
12	Jordan	Awad	Nizar	28	Male	Amman	Jordan Water Company / Miyahuna	Planning engineer - business planning unit	Civil engineering
13	Jordan	Sheqem	Lina	37	Female	Amman	ECO Consult	Development consultant	Engineering management
14	Lebanon	Tatian	Ari Baghdassar	40	Male	Beirut	Lebanese Parliament	Committee researcher	Political science
15	Morocco	Abdelmajid	Ben Oumrhar	39	Male	Rabat	Ministry of Interior	Division Head, Water and Wastewater Directorate	Civil engineer and law

No.	Country	Last Name	First Name	Age	Gender	Location	Organization	Position	Background
16	Morocco	Biad	Mostafa	42	Male	Rabat	Office National de L'eau Potable (ONEP)	Head of Sanitation and Planning Division	MBA
17	Morocco	Khalid	Makroum	33	Male	Rabat	Compagnie D'Amenagement Agricole et de Developpement Industriel	Project manager	Civil engineer
18	Tunisia	Tlili	Iskander	32	Male	Monastir	Ministry of Infrastructure and Environment	Manager	Hydraulic engineering and basin flow modeling
19	UAE	El Ramahi	Mohammad Abdelqader	37	Male	Abu Dhabi	Abu Dhabi Water and Electricity Authority	Network Services Director	Mechanical engineering
20	WB/Gaza	Al-Amer	Ola Hussein	36	Female	Ramallah	Ministry of Public Works and Housing	Office of minister	Civil engineering
21	WB/Gaza	Al Balawi	Samar	35	Female	Gaza City	Saqqa and Khoudary Co.	Project manager	Civil engineering
22	WB/Gaza	Issa	Kamal	43	Male	Ramallah	Palestinian Water Authority	Pricing	Civil engineering
23	WB/Gaza	Khalaf	Adla	32	Female	Ramallah	Palestinian Ministry of Planning	Head of Permanent Status Issues and Negotiations Support Directorate	Civil engineering
24	WB/Gaza	Khalayleh	Rula Mohammad Ahmad	30	Female	Ramallah	UNRWA/Environmental Health Division	Environmental engineer	Civil engineering
25	Yemen	Al Maqtari	Adnan	39	Male	Sana'a	National Water Resources Authority	Hydrogeologist	Water resource management
26	Yemen	Jadel	Ali	34	Male	Sana'a	Sana'a Water and Sanitation Corporation	Engineer	Civil engineering
27	Yemen	Farhan	Mohammed Moqbel	29	Male	Al-Mukalla	Hadhramout Water Supply Corporation	Engineer	Architecture

REPORT ON MODULE 2

LOCATION

Semiramis Intercontinental Hotel, Cairo, Egypt.

We selected this hotel based on competitive quotes, individual experience implementing successful events in the past at this venue, overall availability and condition of facilities, central location within the city, and security.

We selected Cairo as the location for the second module because of good air links to other Middle Eastern cities, our strong institutional links to the Egypt Water and Wastewater Regulatory Agency (EWRA) leading to richer opportunities for guest speakers and guest participants, and the organizational advantages offered by our Cairo field office.

THEME

The theme of the module was regulatory reform within the water and wastewater sector. As countries in the region move toward increasingly independent providers of utility services, the question facing leaders in the next ten years will be the proper regulation of these providers. Participants were introduced to the concept of the economic regulator, an independent entity that ensures stakeholder interests in a monopoly situation. By the close of the module, participants understood the different models for regulation and could argue the appropriateness of each in relation to the situation in their countries.

Applying a lesson learned from Module 1 in Amman, we purposefully limited the topic of the module to regulatory reform, with side sessions on leadership. We wished for the participants to explore a topic in depth and have opportunity for group discussion, rather than multiple lectures on disparate topics.

CONTRIBUTING ENTITIES

ABRI's partner agency in Egypt, the EWRA, served as the official government host of the event. The EWRA provided the keynote and closing speaker, Assistant Minister Mohammed El-Alfy, and two guest lecturers, and also contributed to the design of the module, all at no cost to ABRI. EWRA also provided several guest participants and ensured press coverage of the event.

ABRI is facilitating a twinning relationship between EWRA and the Abu Dhabi Regulation and Supervision Bureau (RSB), and as a natural extension of that effort, the RSB provided two instructors and input into the module design. ABRI paid for the marginal travel costs of the instructors from Abu Dhabi, but the RSB contributed the labor cost.

INSTRUCTORS AND FACILITATORS

The training will be led by a complementary team of experts from the environmental and social sciences, with additional support from ABRI's Cairo office, DAI/Bethesda, and DAI's subcontractors. All technical labor paid directly through USAID funding has been approved individually by the CTO.

FWL Program Manager, Manar Fayyad, PhD, a citizen and resident of Jordan, holds advanced degrees in organic chemistry and is an expert in water quality and water resources management. She has organized and led multinational training programs in collaboration with the Swedish International Development Agency and bi-national training programs between the University of Jordan and Cologne University in Germany. She is the manager of the Future Water Leaders Program and serves as the

overall mentor to the participants between modules. In Cairo, she was responsible for sessions that framed the problem of regulatory reform. (Dr. Fayyad's resume is included in Annex A.)

Lead Instructor, John Sitton, an American citizen and senior staff member of our American subcontractor EMG, is a certified public accountant who has over seventeen years of experience as a financial advisor to water and electric authorities, including in Egypt. In Cairo, he was the lead technical instructor, focusing specifically on the theoretical underpinnings of regulatory reform. (Mr. Sitton's resume is included in Annex A.)

Facilitator, Samir Shawky, a citizen and resident of Egypt and member of our Egyptian subcontractor EQI, is an expert facilitator with over 35 years of experience leading training events. He is the lead Middle Eastern facilitator for all ABRI events and is based in the ABRI headquarters in Cairo. In Cairo, he was responsible for managing the overall flow of the workshop; facilitated group feedback sessions, group presentations, and all non-formal sessions. (Mr. Shawky's resume is included in Annex A.)

Lecturer, Nevine Abdel Khalek, PhD, is a human resources development specialist for a large Egyptian architecture and engineering firm and is president of the Giza Rotary Club. In Cairo, she presented sessions on individual leadership skills. (Dr. Abdel Khalek's resume is included in Annex A.)

Lecturer, Mark Clifton is a professional economist specializing in utility regulation and competition policy who currently serves as the Director of Economic Regulation for the Abu Dhabi RSB. Before joining the Bureau in 2002, Mark was a senior consultant in the United Kingdom for National Economic Research Associates. In Cairo, he presented the RSB's performance incentive scheme and price control calculations.

Lecturer, Colin Hannan is a chartered civil engineer educated at Kingston University in the UK, with extensive experience in the environmental, construction, and public health fields. His overseas experience includes irrigation and water supply projects in Iraq and Saudi Arabia and sewerage infrastructure projects in Abu Dhabi in the mid 1980s. After a period in America, on sewerage and environmental schemes, Colin returned to the UK to take up a senior operational management post for South East Water. In 2008, he joined the Abu Dhabi RSB as Director of Water Services. In Cairo, he presented the history of regulation and the U.K. model for regulation.

Lecturer, Mohammad Abdul Wahab is EWRA's General Manager for the Tariff and Pricing Department. In Cairo, he presented material on pricing of utility services.

Lecturer, Farag Samhan, PhD, director of EWRA's water quality audit department with a doctorate in microbiology, lectured on data quality and confidence.

Lecturer, Hafez A. El Salmawy, PhD, Managing Director of the Egyptian Electric Utility and Customer Protection Regulatory Agency. Dr. El Salmawy presented aspects of his agency to compare and contrast the regulation of water and electricity.

Program Manager, Dan Rothberg, an American citizen and DAI/Bethesda home office employee, is the Deputy Chief of Party of ABRI. In Cairo, he had overall responsibility for operation of the workshop. (Mr. Rothberg's resume is included in Annex A.)

Administrator, Ms. Alaa Hafez, an Egyptian citizen based at ABRI headquarters in Cairo, is the field accountant and administrator for ABRI. She assisted in the administration, finance, and facilitation of the workshop.

AGENDA

Friday, 12 December

Arrivals

Saturday, 13 December

Arrivals

14:00 Participant registration

Sunday, 14 December

- 9:00 Welcome and introductions – Samir Shawky
Welcome: Peter Reiss, Director, Advancing the Blue Revolution Initiative
- 9:30 Keynote: “Challenges for the Future of Water Regulation in Egypt,” the Honorable Mohammed El-Alfy, Assistant Minister for Housing and Urban Development and Executive Director, Egypt Water Regulatory Authority
- 10:00 Review of agenda, administration, logistics – Samir Shawky and Dan Rothberg
- 10:30 Roles and relationships in the water sector – John Sitton
- 11:30 Coffee break
- 11:45 What does economic regulation mean? – John Sitton
- 12:15 A short history of regulation – Colin Hannan
Attributes of a good regulator – John Sitton
The case of Palestine – Kamal Issa
- 13:30 Lunch (hotel)
- 14:30 Range of regulatory models – John Sitton
The case of Morocco – Mostafa Biad
United Kingdom – Colin Hannan
- 15:30 Coffee break
- 15:45 Independent from whom? – John Sitton
- 16:30 Group presentation 1: change management – Ashraf El-Abd and partners
- 17:00 Daily evaluation and close for the day – Samir Shawky
- 18:30 Group dinner, Nile boat cruise

Monday, 15 December

- 9:00 Recap and agenda for the day – Samir Shawky
- 9:15 Group presentation 2: Decision support systems – Mostafa Biad and partners
- 9:45 The necessary legal framework – John Sitton
- 10:15 Enforcement and incentives (“No regulation without enforcement”) – John Sitton
- 10:45 Coffee break
- 11:15 The regulatory process – John Sitton
- 12:15 Performance incentive schemes – Mark Clifton
- 13:00 Lunch
- 14:00 Improving regulatory design – John Sitton
- 15:00 Leadership 1: self- assessment leadership survey – Nevine Abdel Khalek
- 16:30 Group presentation 3: GIS – Mohammad Assal and partners
- 17:00 Daily evaluation and close for the day – Samir Shawky
- 18:30 Free bus to City Stars Mall (voluntary)

Tuesday, 16 December

- 8:55 Recap and agenda for the day – Samir Shawky
- 9:00 Group presentation 4: GIS – Adla Khalaf and partners
- 9:30 Pricing utility services – John Sitton and Mohammad Abdul Wahab
Price control calculations – Mark Clifton
- 10:30 Coffee break
- 11:00 Data quality and confidence – Dr. Farag Samhan, EWRA
- 11:30 Tariff design issues – Sitton
- 12:00 Leadership 2: situational leadership – Nevine Abdel Khalek

- 13:00 Lunch
- 14:00 Connections between Future Water Leaders and the Arab Countries Water Utilities Association (ACWUA) – Peter Reiss
- 14:30 Explanation of debate topics and division of teams – Samir Shawky
- 15:00 Daily evaluation and close for the day – Samir Shawky
- 18:30 Free bus to Khan El Khalili (voluntary)

Wednesday, 17 December

- 8:55 Recap and agenda for the day – Samir Shawky
- 9:00 Group presentation 5: water and energy – Ali Jadel and partners
- 9:30 Transitions to regulation – John Sitton
- 10:30 Coffee break
- 10:45 Panel discussion: EWRA, Egypt Electric Authority
- 12:00 Leadership 3: empowering others with a clear mission statement
- 13:30 Lunch
- 14:30 Debate group 1 – Samir Shawky
- 15:30 Relating regulation to the original goals of service provision – John Sitton
- 16:00 Coffee break
- 16:15 Debate group 2 – Samir Shawky
- 17:15 Distribution of final evaluations and close for the day – Samir Shawky

Thursday, 18 December

- 8:55 Recap and agenda for the day – Samir Shawky
- 9:00 Debate group 3 – Samir Shawky
- 10:00 Coffee break
- 10:15 Debate group 4 – Samir Shawky
- 11:15 Regulation as only part of the solution – John Sitton
- 11:45 Collection of final evaluations – Samir Shawky
- 12:00 Preview of module three – Peter Reiss
- 12:30 Presentation of certificates
- 13:00 Lunch
- 18:00 Group trip to Pyramids of Giza and dinner at Andrea

Friday, 19 December

Departures

PARTICIPANT ATTENDANCE

In total, 22 of 27 invited participants were able to attend. In addition, EWRA invited ten guests, described below.

Participants Unable to Attend and Recommended Next Steps

The participant from the U.A.E., Mohammed El Ramahi, was unable to attend due to previous commitments. He was also unable to travel in August, 2008 to the first module in Jordan. In further discussions with him, he may decide to opt out of the program.

Next Step: While Mr. El Ramahi is fully qualified to participate in the program, his personal and professional goals may prevent him from fully participating. As such, we intend to replace him with Mr. Nabil Chemaly of Lebanon. We will forward his program application to the CTO for approval.

The three Iraqi participants all were unable to secure visas despite early requests to authorities in Egypt.

Next Step: Iraqi citizens have difficulty getting visas to almost any relevant country, and the situation frequently changes. We understand, however, that Iraqis can travel to Lebanon. As such, we are strongly considering Beirut as the location of Module 3. At the same time, we are also considering Morocco, where we have contacts who may be able to assist with visa applications.

The participant from Gaza, Samar Al Balawi, was unable to obtain a visa to travel to Egypt. She was also unable to travel in August, 2008 to the first module in Jordan.

Lesson: The political situation in Gaza is quite difficult and unlikely to change prior to the next module. We intend to keep an open invitation to Ms. Al Balawi, but in the meantime, wish to use our resources as well as possible. As such, we will open a space to Mohammed Abdul Wahab of Egypt and consider other applicants from our waiting list. We will forward Mr. Wahab's application to the CTO for approval.

Guest Participants

As the EWRA was our host entity, and in order to maximize the value of the training, we encouraged the EWRA to bring guest participants from Cairo. The following people attended.

TABLE 5: GUEST PARTICIPANTS

No.	Last Name	First Name	Organization	Position
1	Abdel Ghani	Ahmed Hassan	EWRA	Engineer
2	Abdrabel Nabi	Hamdy	EWRA	Water quality specialist
3	Ali Hanafi	Tamer	EWRA	Standards and compliance
4	Essam Abdel Aziz	Waleed	EWRA	Financial analyst
5	Hassan	Mohamed	EWRA	Technical regulation
6	Ismail	Tarek	Cairo Water Company	Engineer
7	Mohamed Hanafi	Hanafi	Cairo Water Company	General Manager
8	Samhan	Farag	EWRA	Water quality
9	Zahran	Nahed	NOPWASD	General Manager
10	Zaki Mohamed	Khaled	EWRA	Water quality

SUMMARY OF EVENTS

The workshop followed the agenda listed above. Each lecture or session entailed Powerpoint presentations, handouts, and/or reading materials. Many of the materials and lectures are available electronically on the ABRI website, www.bluevolutioninitiative.net.

Advance Reading

Prior to the module, we sent all participants the following items for advance reading.

1. Explanatory Notes on Key Topics in the Regulation of Water and Sanitation Services. Eric Groom, Jonathan Halpern, and David Ehrhardt. Water Supply and Sanitation Sector Board Discussion Paper Series Paper No. 6, June 2006. The World Bank Group. *(Available for free download at <http://www.ppiaf.org/content/view/375/493/>).*
2. Economic Regulation of Urban Water and Sanitation Services: Some Practical Lessons. David Ehrhardt, Eric Groom, Jonathan Halpern, and Seini O'Connor. Water Sector Board Discussion Paper Series Paper No. 9, April 2007. The World Bank Group. *(Available for free download at <http://www.ppiaf.org/content/view/412/485/>).*
3. Infrastructure Regulation in Developing Countries: An Exploration of Hybrid and Transitional Models. Anton Eberhard. Working Paper No. 4, 2007. Public Private Infrastructure Advisory Facility, The World Bank. *(Available for free download at <http://www.ppiaf.org/content/view/247/485/>).*
4. Institutional Governance and Regulation of Water Services: The Essential Elements. Michael J. Rouse. IWA Publishing. London. 2007.

Formal Presentations

The Powerpoint presentations for each presenter are included in annexes, as follows:

- Annex A: Keynote address by Mohamed El Alfy.
- Annex B: John Sitton, regarding regulatory reform.
- Annex C: Colin Hannan, regarding a history of regulation and the United Kingdom model.
- Annex D: Mark Clifton, regarding price control calculations and performance incentive schemes used by the Abu Dhabi RSB.
- Annex E: Presentations of the regulatory framework in Morocco and Palestine, of the EWRA's water quality audit system, and the Egypt Electric Authority.
- Annex F: Nevine Abdel Khalek presentations on leadership.

Debates

We arranged parliamentary-style team debates over issues related to regulation. The objectives of the debate were to both ensure participants were internalizing the content of the lectures and reading and to hone participants' public speaking ability. There were four topics, with three-person teams arguing for and against each issue. The issues were:

- The regulatory role must be located in an independent agency.
- Tariffs should be used to cross-subsidize the poor.
- Distribution and collection systems do not function properly because the tariffs are too low.
- Distribution and collection of water should be handled by the private sector.

Discussion Groups Presentations

As a result of Module 1 in Amman in August 2008, the participants each joined one of five discussion groups. These groups held discussions via e-mail and phone. ABRI provided expert moderators. Each group prepared a thirty minute presentation for Module 2. The five groups were:

1. Decision support systems in water management.

2. GIS with a focus on planning.
3. GIS with a focus on remote sensing.
4. Change management.
5. Water and energy nexus.

PARTICIPANT EVALUATION

Samir Shawky conducted participant evaluations at the close of each day and at the close of the overall workshop. Summary results are as follows:

- 28 of 32 participants reported that the workshop achieved its goals.
- The majority of participants rated the workshop “excellent,” with all others stating that the module was “very good” or “good.”
- The majority of participants perceived more near-term value from the leadership training sessions and more long-term value from the regulatory reform sessions.
- The majority of participants complimented the organizers on administrative and managerial improvements from Module 1.
- Some of the core participants (the Future Water Leaders) felt that the introduction of guest participants (in this case, from Egypt) detracted from existing social and informal working groups.
- Some participants expressed the desire for a case study or field visit, neither of which was provided in Module 2. However, they also recognized that this was an introduction to a complex topic – regulatory reform – that does not easily translate to a case study for “novices” or to a field visit.

ABRI maintains the raw data from these evaluations in an electronic report that is available upon request.

ASSESSMENT

As this was the second module, we made many improvements over the first in terms of technical presentation and administration. We also had the advantage of established relationships with the participants and more grounded expectations from both the participants and the organizers. Based on Module 1, we identified eight technical and administrative lessons, each of which was applied to Module 2, with varying impact, as discussed below.

1. *Limit the amount of material presented in the overall module and in each session.* In Module 1, we erred in having too many speakers, each attempting to cover too broad an area. Consequently, we purposefully limited the scope of Module 2 and had only one primary speaker. Ironically, some of the participants commented in the Module 2 assessments that they wanted more speakers. Nonetheless, we feel that overall, the dictum of “less is more” is appropriate, particularly for complex topics.
2. *Allow for more interrogatory between speakers and participants.* We designed Module 2 to be flexible and allow for more participant discussion. Having a large number of guest participants can limit the time available for each participant to speak.
3. *Each presentation should be tied to one reading that closely corresponds to the topic, and the reading should be provided in advance.* We provided three papers and one textbook in advance, each of which was closely tied to the topic. This was a good approach which we will repeat.
4. *Prepare a single, bound module reader with all material, rather than individual photocopies.* With a more narrow topic than Module 1, the advance readings provided sufficient material.
5. *The learning objectives for each session should be clearly stated, and evaluated.* The topic of regulatory reform is quite complex. As such, we structured the lectures in a way that broke the

topic down, with 15-minute "mini lectures" followed by longer discussion. This allowed for more clear learning objectives.

6. *Provide explicit guidelines to guest speakers, keynote speakers, and panel discussants so that they provide critical information; and ensure better coordination among the speakers so they topics they present do no overlap.* With more time to prepare for Module 2 than Module 1, and with fewer guest speakers, we were better able to prepare them and ensure complementary, rather than overlapping, presentations.
7. *More time needs to be allowed for networking among the participants and for tailored mentoring.* We tried to balance the participants' needs for informal time to network with the need to ensure maximum return on the USAID investment required to host the participants for five working days.

FUTURE ACTIVITIES

This was the second of five structured events in the Future Water Leaders program. The next module is will address a relatively narrow element of public-private sector participation within the water supply and sanitation sector. As planned, it will address asset management. However, we will work with ABRI consortium member, the Institute for Public Private Partnership (IP3) to design the module. During the design process, we may change the specific focus. The module will take place in late May or early June 2009. Our preference is to hold the event in Morocco, which offers multiple examples of private sector participation. However, if we learn that Iraqis are unable to travel to Morocco, then we will hold the event in Lebanon.

In addition to private sector participation, Module 3 will also entail a significant element related to leadership and tailored professional mentoring, allowing us to chart individualized paths for high-performing participants to maximize their potential. Activity Manager Manar Fayyad intends to travel to Washington, D.C. in February to meet with IP3 and representatives from the University of North Carolina business school, which offers specialized training in leadership for people in the water supply and sanitation sector.

Over the coming months, we will engage some of the participants in other ABRI activities. We have already approached several participants to work on the Poverty Technical Working Group of the Arab Countries Water Utilities Association. This group is expected to meet in Morocco in late February. We intend to support the participation of Ari Tatian (Lebanon), Rania Zoubi (Jordan), Ali Jadel (Yemen), Kamal Issa (West Bank), Mohammed Abdel El Ghany (Egypt), and Mostafa Biad (Morocco). We will work to engage other high-performing participants in other ABRI activities as appropriate, particularly a groundwater study in Yemen, a wastewater reuse study in Morocco, and possible work related to data collection in the Tigris-Euphrates basin.

We are also now planning for Module 4. We intend for this not to be a static module with 25 participants, but instead plan to split the participants into 2-4 groups that will go on study tours of mutual interest. Manar Fayyad is now conducting telephone interviews with each participant so that we can narrow the topics addressed in Module 4.

Lastly, we are now developing plans for the future of Future Water Leaders beyond the life of ABRI. We are in the early stages of working with ACWUA to possibly make it the organizational home of the program. We are also ensuring proper packaging of all module materials so that future trainers can use these again. In early 2009, we will continue discussions with potential partners, such as the United Nations University and World Bank Institute, potential sponsors (e.g., corporations willing to provide direct cash or in-kind support), and regional and U.S. universities that can provide experts.

ANNEX A. RESUMES OF LEAD INSTRUCTORS

MANAR FAYYAD

Key Qualification:

Manar Fayyad is a Professor of Analytical and Inorganic Chemistry at the University of Jordan since 1978 to present. Her specialization is in Inorganic / Analytical Chemistry and Water Quality.

Her research interests lie in the areas of water quality, environmental pollution, and monitoring studies in the field of water, soil, wastewater treatment and reuse.

She was a member of the Higher Education Accreditation Council/ Ministry of Higher Education.

She is a member of the higher committee for Water Quality in Jordan/Ministry of Water and Irrigation.

She was a member for the water policy team who worked for the water quality conservation project funded by USAID.

Dr. Fayyad was a member in the “National Selection Committee” for Global Environmental Facility Projects (small grants program/UNDP) in Jordan for seven years.

She was the Technical assessor for the accreditation of LEMA water quality labs.

She is the Jordanian coordinator of the IWRM master program conducted in collaboration with Cologne University in Germany, this program is funded by the Ministry of International Cooperation in Germany.

She was the Jordanian coordinator of the USAID funded program Skills Enhancement and Support to Decision-Makers in Jordan’s Water Sector, funded by USAID and was carried out in collaboration with Washington State University, Purdue University, Hashemite University and Jordan University for Science and Technology.

She is the Jordanian coordinator of the bicultural master program on “Integrated water resources management”, executed in collaboration with Cologne University in Germany and funded by DAAD.

Also she is coordinating for the second year the training program on “Transboundary water management in the MENA Region” funded by the Swedish International Water Institut in Sweden.

Dr. Fayyad is involved in preparation and execution of Water and Environment related projects funded by international agencies including UNDP, US-AID, CIDA, SIDA, and EU.

Education :

Ph.D. Chemistry: University of Bonn-Germany 1978

M.Sc. Chemistry: University of Jordan 1974

B.Sc. Chemistry: University of Jordan 1972

Professional Experience:

1978 till present : Professor of Analytical and Inorganic Chemistry,
Chemistry Department, University of Jordan.

1999 till 2007: Director of Water and Environment Research and Study Center,
University of Jordan.

1998-1999: Staff member at the Chemistry Department/ Applied Science
University (Sabbatical year).

1993-1994: Staff member at the Chemistry Department at the Applied Science
University (Sabbatical year)

1992-1999: Deputy director of Water and Environment Research and Study
Center/ Lab Director

Projects and Studies :

She participated in coordination and execution of the following projects:

1. EU funded project within Avicenne initiative on “Water Resources Management in Urban and Semi-Urban Areas of the Mediterranean Region” in collaboration with the Center for Research and

Documentation-Rome, Water and Environment Research and Study Center(WERSC)-University of Jordan, Netherlands, and Morocco.

2. BIOSYSWAT project on "A System Approach to Wastewater Biotreatment for the Protection of Mediterranean Coastal Areas (BIOWATSYS)" funded by EU/DG XII B through INCO-DC initiative with participating institutes from Jordan (WERSC), Italy, Greece, Morocco, and Egypt. The project aims at using and testing low cost technologies for wastewater treatment through constructed wetland.
3. Using duckweed in wastewater treatment in collaboration with the Water Authority of Jordan . The project was funded from the Canadian International Development Agency (CIDA) from 1/7/96 for two years to study the possibility of using duckweed in further purification of treated wastewater.
4. The study of the effect of the treated wastewater plant on water resources in Kufrinja basin, and Tafailah basin, funded by the General Association for Environment Protection from 1/9/96 for 14 months. The purpose is to evaluate the springs of Kufrinja basins on qualitative and quantitative basis, to study the effect of treated wastewater plants on the quality of the basin water.
5. Collaboration with Washington State University, funded from USAID/University Development Linkages Program (UDLP) for 5 years from 1/10/92 and the project was extended for another year. The project aims at improving the management of the natural resources in Jordan and Washington State through cooperation in applied research, technology transfer, and graduate education funded by USAID.
6. Long-term Studies on Water Conservation and Management in Arid and SemiArid Regions (Al-Azraq Oasis Project) (1994-1997). This is a joint project involving the Ministry of Water and Irrigation, Ministry of Rural Affairs and Environment, Royal Society for the Conservation of Nature, and WERSC. The project has five components. WERSC was responsible for the component of the project that is related to enhancing groundwater artificial recharge by building desert dams and Gabions. Groundwater modeling and guidelines for water harvesting were developed. The project was funded by the United Nations Development Programme (UNDP) (Global Environmental Facility).
7. Purification and Reuse of Domestic Wastewater Using Low Cost Eco-Bio Technological Methods (1995-1998). Project goals were the optimization of design and construction of low cost Upflow Anaerobic Sludge Blanket reactors for anaerobic treatment of domestic wastewater in Jordan. Participants in the project were: Wageningen Agricultural University/The Netherlands, University of Valladolid/Spain, National Research Center/Egypt , Hebron University/WestBank,and WERSC/Jordan . The project was funded by the EC.
8. Removing Helminths from Wastewater by Using Solar Radiation, funded by EC through Avicenne Initiative for three years starting 1/1/95 and in collaboration with the Water Authority and the involvement of British Wallingford Institution, Portugal Ministry of Construction, and Tunisian Center for Water and Forestry. The project aimed at testing methods for disposal of infectious germs and parasites from wastewater using solar energy.

She coordinated and worked on the following projects:

1. The Sail-Op project on' Capacity Building on Wastewater Valorization for Agricultural Production in the Middle East Area by using low cost technologies funded by the Dutch government. The project started in 1997 and was planned to finish in 2001and was extended till 2004.
2. Development of Cost Effective Reclamation for Domestic Wastewater and the Appropriate Agricultural Use of Treated Effluent Under Semi-arid Climate Conditions. The project was funded by EU INCO-MED initiative and was carried out in cooperation with Wageningen University/Holland ,the National Research Center /Egypt, Beir Zeit University/Palestine, and Crete University. The project started in 1999 for three years.
3. Skills Enhancement and Support to Decision-Makers in Jordan's Water Sector, funded by USAID and is carried out in collaboration with Washington State University, Purdue University,

Hashemite University and Jordan University for Science and Technology. The project involves preparation and delivery of training material in different water areas. Fifty different courses were delivered. Beside the training component, the project also involves evaluation of Zara/Maen waters in the Jordan valley for potential use for drinking purposes. The project started in March 2000, and is still going on.

4. Water Resources Management under Drought Conditions: Criteria and Tools for Conjunctive Use of Conventional and Marginal Waters in Mediterranean Regions. Funded by the EU, started 1997 and continued for three years. This Project was carried out in collaboration with Catania University/Italy, Ground Water Research Center /Egypt. Ministry of Agriculture/Cyprus.
5. Fate of disinfectants and their by-products in the Drinking Water Distribution Systems. The project is funded by the Higher Council of Science and Technology/Jordan . The duration of the project was two years.
6. Evaluation of Contamination with Organochlorine Pesticides in the Jordan Valley. Funded by the General Corporation for Environmental Protection. The duration of the project is one year.
7. Mediterranean Development of innovative Technologies for Integrated Water Management, Mediate, funded by the EU started May, 2004 and will continue for three years. The project is carried out in collaboration of the WERSC with Montpellier University/France, Cranfield university/England, St. Joseph University/Lebanon.
8. Development of a Master program in integrated water resource management with Cologne University funded by Ministry of International Development in Germany.

Scientific Publications :

1. M.Fayyad, M. Tutunji, R. Krishna, and Z. Taha, "Simple rapid method for the determination of dissolved oxygen by potentiometric stripping analysis", Analyst, vol. 111, 471 (1986).
2. M.Fayyad, "Indirect trace determination of nitrotriacetic acid in water by potentiometric stripping analysis", Analytical Chemistry vol. 59, 209, 1987.
3. M.Fayyad, M. Tutunji, R. Krishna, and Z. Taha, "Dissolved oxygen: Method comparison with potentiometric stripping analysis", Analytical Letter, 20(4), 529, (1987).
4. M.Fayyad, M. Tutunji, and Z. Taha, "Indirect trace determination of ethylenediaminetetracetic acid (EDTA) in water by potentiometric stripping analysis", Analytical Letters, 21(8), 1425, (1988).
5. M.Fayyad, M. Alawi, and T. El-Ahmed, "High performance liquid chromatographic determination of phenoxyalkonic acid herbicides using iron (II) 1,10-phenanthroline as a mobile phase additive; Journal of Chromatography, 481, 439, (1989).
6. M.Fayyad, M. Alawi, and T. El-Ahmed, "HPLC determination of the phenolic metabolites of phenoxy alkonic acid herbicides ", Chromatographia, Vol. 28, No. 9/10, 465, 1989.
7. M.Fayyad, M. Alawi, and I. Issa, "Differential pulse polarographic determination of organochlorine pesticides; "Analytical Letters, 22(8), 1939, 1989.
8. M.Fayyad, "Determination of the dissociation potentials of metal complexes using flow injection potentiometric stripping analysis ", Electroanalysis, 2, 631, 1990.
9. M. Alawi, M. Fayyad, M. , and Issa I. , "A preliminary study of some organochlorine pesticides in the environment of the Jordan Valley, Dirasat, series B, Vol. 17, No.2, 83, 1990.
10. Fayyad, M., M., Tutunji, and L. Abdelnour, "Determination of phenols in water using the 4-Aminoantipyrine method", Dirasat, vol. X, No. 2, 107, 1983.

SAMIR SHAWKY

KEY QUALIFICATIONS

Mr. Shawky has more than 35 years of experience working on development programs funded by international donor agencies. His role on these projects, many of which have been implemented nationwide, has focused on enhancing the capabilities of governmental agencies and non-governmental organizations (NGOs) to design, manage and implement community development projects. He has been particularly involved, over the past years, in building the capacity of NGOs in different governorates in Egypt to provide loans to small and microenterprises. He provides training in all aspects of social marketing. His experience ranges from the initial needs assessment to the design, implementation and evaluation of management training, staff training, and training-of-trainers programs. Mr. Shawki has served as a Training Specialist on the USAID-funded Small and Micro Enterprise Development project; and participated in the design of management skills training for the Credit Guarantee Corporation (CGC) management staff, and for the directors of lending units, and field staff, of development organizations participating in CGC's Small Enterprise Development program. As such, he has developed deep professional connections with associations throughout Egypt which the Advancing the Blue Revolution Initiative (ABRI) can leverage for various activities. These include the Sharkeya Businessmen Association for Community Dev. (SBACD), Assiut Businessmen Association (ASBA), Alexandria Business Association (ABA), Small Enterprise Development Association of Port Said (SEDAP), Egyptian Small Enterprise Development Foundation (ESED), Dakahelya Businessmen Association for Community Development (DBACD), Sohag Community Development Association (SCDA), Aswan Businessmen Association (ASBA), Fayoum Small Projects Development Association (SPDA), Egyptian Foundation for Lending Empowering Advancing & Developing Projects (LEAD Foundation), Banque du Caire, and Credit Guarantee Corporation (CGC), Banque du Caire and Social Fund for Development (SFD).

EDUCATION

- 1995 Environment Institute M.A. in Environmental Education
Ain Shams University, Egypt
- 1993 Environment Institute Diploma in Environmental Education
Ain Shams University, Egypt
- 1980 International Labor Organization (ILO) Diploma in Cooperative Management
Torino, Italy
- 1976 Sofia Academy for Agricultural Science Diploma in Cooperative Management
Sofia, Bulgaria
- 1967 Assiut University, B.Sc. in Agriculture, Assiut, Egypt

EXPERIENCE RECORD

1989 - Present Environmental Quality International (EQI)
Position: Training and Community Development Specialist Cairo, Egypt

Mr. Shawky has played a leading role in the following selected projects. He provides strategic planning training for NGOs, agricultural cooperatives, community development associations, and agricultural marketing associations.

Financial Investment & Sector Cooperation (FISC), The Social Fund for Development (SFD) Trainer. Participating in the FISC/SFD training plan for NGOs/SFD microcredit programs staff on strategic planning; creating the business plan of the foundation; follow-up on both financial and non-financial project aspects; governance; monitoring and planning skills development and loan portfolio management; monitoring Field Officer loan portfolio management and Training of Trainers (TOT).

Small and Emerging Business Development Organizations (SEBDO), USAID
Specialist/Trainer. Participated in the design and implementation of project training activities in 12 governorates businessmen foundations activities, the Poverty Lending Program (board members, field coordinators, foundations staff, supervisors, branch managers), and Banque du Caire (the implementation of the individual loans program and training to field staff). (2000 - 2005)

National Council for Childhood and Motherhood, Egypt
Team Leader responsible for creating and operating micro lending unit for literacy class of women in West Cairo Environmental improving project (2005)

Provided strategic planning training for NGOs including Agricultural Cooperatives, Community Development Associations and Agricultural Marketing Associations:

German Cooperative and Raiffeisen Confederation (DGRV) – GTZ (German Cooperation)
Under Agricultural Cooperatives reform provided training on planning and effective governance for the Board members and facilitated the five-year strategic plan including business plan and capacity development plan for 5 Agricultural Cooperatives in Dakahleya Governorate. (2005)

El Shams Project for Agricultural Products Exports, USAID/CARE
Participated in the preparation of 5 year strategic plan for Farmers Export Association in Giza, El Minia, Assiut, Sohag and Qena governorates to increase on-and off-farm jobs and rural income in Upper Egypt by building the capacity of small and medium sized farmers to improve production, processing and marketing horticultural products. (2005)

Small and Micro Enterprise (SME) Development Project, USAID
Training Specialist. Designed, implemented, and evaluated prototype training activities for NGOs engaged in the provision of loans to small and micro enterprises in six governorates of Egypt. Trained field staff, in order to enhance their social marketing skills. Training included familiarizing extension officers with the objectives and goals of the project, enhancing their ability to identify, evaluate, and select potential clients, and enhancing their communication and client motivations skills. Also trained middle management in management skills, including principles of management, planning, follow-up, organization, and control; human resource management; human resource development; performance appraisal; creative thinking; and communication and leadership skills. Conducted training of trainers to enhance the ability of project officers to conduct needs assessments, formulate training objectives, design training curricula, and conduct training evaluation, and to enhance their training techniques. Provided training to field staff (coordinators) in communication skills, gender sensitivity, motivation building, organization of meetings and management discussions, and in appropriate methods and techniques to deal with women in general, and women in urban areas in particular.

Grameen Program in Alexandria, UNICEF
Trainer. Trained NGO management and extension officers in the operation of a credit extension program targeting disadvantaged women in Alexandria. Training provided was similar to that conducted under the above project. (1993)

Community Participation Study, UNICEF
Community Development and Training Specialist. Participated in a study to identify and document successful projects containing a community participation component. The study aimed at understanding the process of community participation and the extent to which it contributed to project success, and subsequently, to assess training needs in this field. (1993)

Local Development II Project: Private Voluntary Organization (PVO) Component, USAID
Member of Training and Institutional Development Team. Provided training to PVOs, local councils, and MoSA staff to build their capacity to design and implement community development activities. Participated in the development of three nationwide training programs on community needs assessment, formulation of project proposals, fund raising and project management. Conducted local seminars for

PVOs and their regional federations in all governorates on project planning, project implementation and project monitoring and evaluation. (1991). Supervised and participated in the assessment of community needs, the formulation of recommendations to address those needs, and the development of related project activities, and supervised the implementation of project activities. (1989 - 1993)

1988 - 1989
Position: Consultant

Local Development II: Provincial Cities Project, USAID
Training and Human Resource Advisor for Chemonics International. Planned, implemented and evaluated the project's training activities. These included technical training of water, sewage, construction and road engineers in the governorate, and training in project planning, design, implementation and operation. (1989)

Village Self-Reliance Project
Technical Assistant Training Unit Manager for CARE International, Egypt. Assisted in fielding staff for the project, which was implemented through community development associations (CDAs) in the governorates of Upper Egypt. Provided training to NGO board members in the project cycle, management skills, and in Law 32. Provided training to field staff in the assessment of community needs, in the project cycle, and in communication skills. Supervised and participated in the assessment of community needs, the formulation of recommendations to address those needs, and the development of related project activities, and supervised the implementation of project activities. (1988 - 1989)

1983 - 1988 Cooperative Housing Foundation (CHF)
Position: Director of the New Communities Organization International, Inc., Egypt

Helwan Low-Income Housing Project
Supervised the management and implementation of community development activities. Established community organizations, trained board members and staff of the organizations in community management, and organized overseas technical training.

National Agro-Mechanization Project, USAID
Training Director. Responsible for planning, implementing, and evaluating training activities for this project nationwide. (1982 - 1983)

1976 - 1982 Cooperative Development Center (CDC)
Position: Training Specialist SIDA, Egypt

Responsible for providing training to board members of cooperative organizations, as well as to cooperative members, organization staff, and government staff.

1968 - 1976 General Agricultural Cooperative
Position: Cooperative Development Specialist Organization, Egypt

Supervised development activities in the Egyptian cooperative sector.

1967 - 1968 Animal Insurance Organization,
Position: Extension Officer Egypt

LANGUAGES Speaking Reading Writing

Arabic	Excellent	Excellent	Excellent
English	Excellent	Excellent	Excellent

JOHN SITTON

QUALIFICATION SUMMARY:

Mr. Sitton is a Certified Public Accountant with 27 years financial management experience. He has over 17 years experience working in developing countries, principally as a financial advisor helping to develop and to implement financial improvement plans for water, wastewater and electric utilities. He has over 15 years of experience building institutional financial management capacity as a resident financial advisor in developing countries. Mr. Sitton has 6 years experience in procurement and financial management of water and sewerage infrastructure related contracts funded by the International Development Association (IDA), the African Development Bank (ADB) and the European Investment Bank (EIB); including the management of a private sector lease contract for the operations and maintenance of a water supply and sewerage system.

EXPERIENCE RECORD:

2008 – Present	Water Utility Specialist, Advancing the Blue Revolution, Tanzania, Philippines
2007 – Present	Project Director, City of Kutaisi and City of Poti Municipal Water Project, Republic of Georgia
2007	Project Director, Financial Due Diligence of Tanzanian Compact Water Sector Project Proposals, Millennium Challenge Corporation, Washington DC
2007 – Present	Project Director, Fiscal Agent Services project, Millennium Challenge Account, Mali
2001 – Present	Financial Advisor, Dar es Salaam Water Supply and Sanitation Project (DWSSP), Dar es Salaam Water Supply and Sewerage Authority; Dar es Salaam, Tanzania
1998 – 2001	Senior Financial Advisor, Electricity Sector Policy Group (ESPG) project, Egyptian Electricity Holding Company; Cairo, Egypt
1995 – 1998	Financial Advisor, Institutional Development Egyptian Electricity Authority (IDEEA) project, Egyptian Electricity Authority; Cairo, Egypt
1994 – 1995	Restructuring Advisor, Agency of the Republic of Macedonia for Transformation of Enterprises with Social Capital; Skopje, Macedonia
1991 – 1994	Financial Advisor, Financial Management Improvement Plan (FMIP) project, Turkish Electric Authority; Ankara, Turkey
1991	Utility finance specialist, USAID utility assessment of electric and gas Utilities in Czechoslovakia; Prague, Czechoslovakia
1983 – 1990	Accounting and finance specialist, Deloitte & Touche, Public Utility Group; Washington, DC
1979 – 1983	Auditor, Deloitte & Touche; Charlotte, NC

EMPLOYMENT RECORD:

2007 – Present	Technical Director (Infrastructure), Public Sector Services, Emerging Markets Group Ltd, Arlington VA
2005 – 2007	Senior Manager, Emerging Markets Group Ltd, Arlington VA (formed by management buy-out of Deloitte Touche Tohmatsu Emerging Markets)
1991 – 2005	Senior Manager, Deloitte Touche Tohmatsu Emerging Markets, Washington DC
1983 – 1991	Manager/ Senior Manager, Deloitte & Touche, Public Utility Group, Washington DC,
1979 – 1983	Staff/Senior Accountant, Deloitte & Touche, Charlotte, NC

EDUCATION:

1972	BS – Government, American University, Washington DC
1978	BS - Accounting, University of West Florida, Pensacola, Florida

CERTIFICATION:

Certified Public Accountant, North Carolina

MEMBERSHIP IN PROFESSIONAL SOCIETIES:

American Institute of Certified Public Accountants, North Carolina Association of Certified Public Accountants, American Water Works Association, International Water Association, Water Supply & Sanitation Collaborative Council

EXPERIENCE DETAILS:

Utility Specialist, Advancing the Blue Revolution Initiative, Tanzania, Philippines

Provided utility and regulatory reform training in support of the Advancing the Blue Revolution Initiative to various stakeholders, including USAID Africa mission staff and Philippine water regulators and water service providers.

Project Director, City of Kutaisi and City of Poti Municipal Water Project, Republic of Georgia

Responsible for technical oversight of project to improve the financial and operating performance of the utilities for the City of Kutaisi and City of Poti in the Republic of Georgia. The project funded by the EBRD.

Project Director, Fiscal Agent Services, Millennium Challenge Account, Mali

Responsible for overall management and technical oversight of project to provide Fiscal Agent services for the Millennium Challenge Account in Mali; responsible for quality assurance reviews of all project deliverables.

Project Director, Financial Due Diligence, Tanzanian Compact Water Sector project Proposals, Millennium Challenge Corporation, Washington DC

Responsible for technical oversight of the financial due diligence activities to evaluate projects proposed by the Republic of Tanzania for funding by the MCC

Financial Advisor DWSSP, Dar es Salaam Water Supply and Sewerage Authority; Dar es Salaam, Tanzania

Resident financial advisor for Dar es Salaam Water Supply and Sanitation Project (DWSSP) to rehabilitate the water supply and sewerage systems in Dar es Salaam; counterpart to the DAWASA Chief Executive Officer and the Director Finance. The DWSSP project, financed by IDA, AfDB and EIB, included the restructuring of the sector into a public asset owner, private operator arrangement under a 10-year Lease Contract.

During the six year assignment, provided financial management, accounting, organization and contract management advice and assistance to:

- Prepare bid documents, to support due diligence conducted by pre-qualified bidders, to evaluate the bid submitted and to negotiate the appointment of a private operator responsible for operations and maintenance of the water supply and sewerage systems under a 10-year Lease Contract.
- Negotiate, amend and implement agreements between IDA, AfDB and EIB and the Government of Tanzania and between the Government of Tanzania and DAWASA.
- Restructure DAWASA from an operating utility to an asset holding company. Developed staffing plans, participated in staff selection, developed operating procedures, etc.
- Support the procurement and financial management of the lease contract, and approximately 60 contracts for works, goods and services under the DWSSP. Contracts included the rehabilitation of three water treatment plants, rehabilitation of nine wastewater treatment facilities and ocean outfall, rehabilitation of two 55 km transmission mains, supply and installation of 1,040 km of primary, secondary and tertiary distribution mains; the procurement and installation 45 bulk meters and 100,000 customer meters.

- Strengthen the capacity of DAWASA staff tasked with implementing the Lease Contract and the sub-loan agreement between the Operator and DAWASA and other DWSSP contracts. Developed and implemented a Contract Management System and Cash Management System.
- Calculate annual water and sewerage tariffs for the Operator, the Lessor (DAWASA) and a first time new domestic water supply connection tariff used to fund water supply connections for poor domestic customers and support DAWASA in its dealing with the newly formed Electricity and Water Utilities Regulatory Authority.
- Prepare periodic financial projections to assess and monitor cost recovery, the financial viability of the parties to the lease contract and the adequacy of the project financing. The financial projections were also used to set performance target for the Lease Contract.
- Prepare annual IFRS financial statements by DAWASA, annual special purpose financier statements and quarterly financial monitoring reports. Supervised DAWASA staff tasked with implementing a new computerized accounting package.
- Renegotiate Lease Contract with first Operator, revise the Lease Contract and to support the transition to a second operator under a new Lease Contract.
- Resolve day to day financial and operational issues, including: to improve customer billing and collection, to develop an asset register, to conduct a revaluation of fixed assets, to arrange letters of credit, to develop cash and debt management procedures, etc.
- Conduct training on International Financial Reporting Standards, financial management, contract management, tariff calculation, financial planning, asset management, Lease Contract and financier agreements.

Senior Financial Advisor ESPG, Egyptian Electricity Holding Company; Cairo, Egypt

Resident financial advisor to the Electricity Sector Policy Group (ESPG) project to support the restructuring of the electricity sector, and to strengthen institutional capacity of the new Egyptian Electricity Holding Company and seven new regional electricity companies; counterparts were Deputy Chairman for Affiliated Companies, the Deputy Chairman for Finance and Accounting for the Egyptian Electricity Holding Company and the Finance Directors of seven newly formed regional electricity companies.

During the three year assignment, provided financial, accounting and organization advice and assistance to:

- Strengthen financial management in the newly formed regional electricity companies. Defined the organisational structure, staffing requirements, and department responsibilities for the Finance Departments. Supervised three expatriate specialists and seven Egyptian financial consultants tasked with strengthening the institutional financial management capacity of seven regional electricity companies and with implementing cash management, debt management and financial planning processes and procedures
- Develop a new financial forecasting program used to develop financial forecasts for new regional companies in Arabic. The MS Excel-based program uses accounting debit and credit logic and MS Excel's consolidation features to facilitate the rapid development of financial statement forecast models. The program works with all languages supported by MS Office.
- Resolve day-to-day financial problems experienced by the holding company and seven new regional utilities, including collections improvement, financial relations between entities, preparation of corporate plans, financial statement consolidation, etc.
- Conduct training on financial planning, cash management and debt management.

Financial Advisor IDEEA, Egyptian Electricity Authority; Cairo, Egypt

Resident financial advisor to Institutional Development of Egyptian Electricity Authority (IDEEA) project tasked with strengthening the utility's financial management capacity; counterpart to the Deputy Chairman for Finance and Deputy Chairman for Planning and Studies.

During the three-year assignment, provided financial management and accounting advice and assistance to:

- Design and implement a tariff data base system, including computer software and hardware that collected technical, financial, economic and operational information from operating zones, distribution companies, ministries, etc. needed to support tariff calculations and tariff adjustment submissions to regulatory authorities.
- Develop tariff calculation and review processes for calculating and supporting tariff adjustment requests to be submitted to the new Egyptian Electricity Regulatory Authority. Supervised the preparation of the first year tariff adjustment submission; including calculation of the long range marginal cost and financial cost of service.
- Strengthen the financial and accounting functions in seven priority areas: financial planning, budgeting, cost accounting, cash management, inventory management, debt management, fixed asset accounting. Implemented new financial management processes and to revised the organizational structure for EEA financial functions. Directed and supervised four expatriate specialists and seven Egyptian accountants.
- Develop a financial planning model and to prepare a 10 year financial forecast for the Authority.
- Resolve day-to-day financial problems experienced by the authority, including collections improvement, relations with financiers, implementation of new accounting system, monthly and annual financial reporting, etc.
- Conduct training on the tariff data base, tariff design and cost of service calculation, financial planning, corporate finance, cost accounting, international accounting standards, inventory management, fixed asset accounting, etc.

Restructuring Advisor, Agency of the Republic of Macedonia for Transformation of Enterprises with Social Capital; Skopje, Macedonia

Restructuring Advisor to the Agency of the Republic of Macedonia for Transformation of Enterprises with Social Capital in support of USAID and World Bank funded activities to restructure the economy of the FYR of Macedonia.

During the eight month assignment, provided finance advice and assistance to:

- Develop restructuring and turn-around strategies and transition plans for five large loss-making public sector companies in Macedonia Directed five three-person teams.
- Review privatisation plans submitted for public sector companies. Directed a five-person team of expatriate specialists assisting the Agency for Transformation of Enterprises with Social Capital.
- Design an institutional strengthening project to be funded by the World Bank, that included shadow managers, first to turn-around and then to privatise the 25 largest loss-making public sector companies in the country.

Financial Advisor FMIP, Turkish Electric Authority; Ankara, Turkey

Resident financial advisor to the Turkish Electric Authority (TEK) for the Financial Management Improvement Plan (FMIP) project to design and implement a modern accrual based accounting system; to improve billing and collection; to verify assets and liabilities in order to produce financial statements that comply with International Accounting Standards; and to design, develop and implement a management information system.

During the three year assignment, provided financial management and accounting advice and assistance to:

- Implement accrual-based accounting principles and policies to conform TEK's financial statements to International Accounting Standards. Lead three teams of TEK accountants and engineers to restate the assets and liabilities.
- Develop a financial planning model and a Corporate Performance Plan used to guide the improvement of TEK's financial viability for the next five years. Provided accounting expertise required for the design and implementation of a new computerised accounting system.
- Restructure TEK into two new organisations: TEAS for electricity generation and very high voltage transmission and TEDAS for electricity distribution. Major issues addressed involved the transfer of assets and payment policies to ensure solvency of both organisations.
- Conduct training on international accounting standards, corporate finance, fixed asset accounting, asset and liability verification procedures, financial planning and budgeting, etc.

Utility finance specialist, USAID assessment of electricity and gas utilities; Prague, Czechoslovakia

Utility finance specialist tasked to support a USAID-funded assessment of the electricity and gas utilities in Czechoslovakia. The two-month assignment evaluated the financial condition and institutional finance and accounting capacity of Czechoslovakian utilities as early step in the design of a project to support the privatization of the countries public utilities.

Utility accounting and finance specialist, Deloitte Touche Public Utility Group; Washington, DC

Advisor to Deloitte Touche practice offices and client on utility accounting, financial management and tariff issues. Provided utility finance, accounting and auditing advice and assistance to:

- Prepare water and sewerage tariff studies for: City of Hickory, North Carolina; Hillsborough County, Florida; City of Leesburg, Virginia; City of Melbourne, Florida and City of Port Richey, Florida.
- Develop a computerised sewerage tariff calculation system for the Massachusetts Water Resources Authority, the governmental agency responsible for cleaning industrial pollution in Boston Harbour.
- Develop financial models for New York investment bank to evaluate the financial impacts of different regulatory treatment for new financing arrangement being proposed for US utilities.
- Provide expert testimony on utility financial forecasting and financial models before a Canadian utility regulatory commission.
- Conduct training for Deloitte & Touche practise offices, and at annual Deloitte Touche Public Utility Conferences on water and sewerage utility economics, cost structures, accounting and tariff topics.
- Audit Atlantic City Electric Company financial statements, directed the four person audit team.

Auditor, Deloitte & Touche; Charlotte, NC

Auditor tasked with conducting annual audits of Duke Power Company financial statements for three years, conducted reviews of quarterly financial reports and reviews of regulatory reports filed with US Securities and Exchange Commission in order for the utility to issue new debt and equity shares; directed the six person audit team for two years.

NEVINE ABDELKHALEK

QUALIFICATIONS :

Ph.D	Ph.D. Thesis: Towards a Professional Development Program for Sustainable Leadership, School of Business, American University, London, UK
2004 – January	Certified Lead Auditor, Quality Management Systems Der Norske Veritas , UK
1998 – 1999	M.A. in Education Management, School of Education University of Wolverhampton , UK
1997 – 1998	Graduate Diploma in Education Management , School of Education University of Wolverhampton , UK.
1996 – 1997	Post Graduate Certificate in Education, School of Education University of Wolverhampton , UK
1990	Book Keeping and Accounting Certificate, N.C.I , Chicago, Illinois, USA
1983 – 1987	B. A. in English Language and Literature, Faculty of Arts, Department of English Language and Literature, Ain Shams University, Cairo, Egypt
1980 - 1983	General Certificate of Education (G.C.E.), The English Mission School, Cairo, Egypt

PROFESSIONAL DEVELOPMENT

- Capacity Building for Conducting National Educational Assessment: Report Writing to have Policy Impact, (12-16 June 2005) World Bank Institute, Cairo, Egypt
- Capacity Building for Conducting National Educational Assessment: Data Preparation, Validation and Management, (6 – 9 June, 2005) World Bank Institute, Cairo, Egypt
- Strengthening Quality Education Reform in Egypt, (31 May to 2 June, 2005), World Bank Institute, Cairo, Egypt
- The 8th Habit, from Effectiveness to Greatness, (22 May 2005), Franklin Covey Training Institute, delivered by Stephen R. Covey in Cairo, Egypt
- Leadership Plus, (Spring 2003), Career Development and Consultations Academy, Cairo, Egypt
- ESP Course Design Certificate, (Summer 2000) University of California Santa Cruz Extension, CA, USA
- Communication Skills Training, (Summer 1997) Strategic Consultants, UK
- TEFL Diploma (1994) Career Development Center, Cairo, Egypt
- Graduate Courses in TESOL, (1992/3) Boston University School of Education, Boston, Mass. USA
- Graduate Teacher Training Courses, (June 1992), Teacher Education Program, the American University in Cairo,
- Post Graduate Certificate in Book Keeping & Accounting August (1989/1990) National Career Institute, Chicago, Illinois, USA
- Graduate Courses in Literature (Summer1988) in Irish History, Irish Literature, and Irish Folklore, School of Education , University College Cork, , Ireland
- Graduate Courses in English and Irish Language and Literature, June 1988, Faculty of Arts, Department of English Language and Literature, Ain Shams University, Cairo, Egypt

PROFESSIONAL PROFILE :

June 2008 – to date: VICE PRESIDENT: HUMAN RESOURCES & ORGANIZATIONAL DEVELOPMENT, Engineering Consultants Group SA (ECG)

Responsibilities includes :

The Vice President - Human Resources & Organizational Development, (VP for HR &OD) reports directly to the Engineering Consultants Group, SA (ECG) Chief Executive Officer (CEO).The position

plays an integral role in developing the overall strategic direction of the organization and will have frequent and substantial exposure to the (CEO), the Executive Team and the Board of Directors. S/he will partner with the CEO to develop policies, practices and an environment which supports and enhances the overall strategic business plan for ECG. S/he will provide strategic insight relating to both short- and long-term business strategies. S/he will also develop and execute overall HR strategies for ECG and will lead, design and execute Human Resources Planning (HRP) and the ECG short & long-term Organization Branding (OB) strategies. This includes Recruitment, Benefits, Compensation, Employee Relations, Organization Development/Metrics and Evaluation, Staff Development, Succession Planning, Performance Management, Internal Communications, Corporate Policy, representation in international and national conferences, collaboration with professional business councils and associations among other critical functions

May 2006 – April 2008: PROFESSIONAL DEVELOPMENT STANDARDS SPECIALIST
Education & Organizational development division
Egypt Reform Program (ERP) USAID funded project
Cairo, Egypt

Developing and implementing the program strategy to support the Ministry of Education in-service training quality enhancement effort. Collaborating with other Education System Support specialists and function primarily to: (1) initiate and maintain strong working relations with key program partners dealing with standards development and in-service professional development initiatives, (2) plan, budget, manage, and report on division activities with key professional development stakeholders to assist the ministry of education efforts, and (3) recruit and manage international and Egyptian consultants in the provision of necessary technical assistance for partners. Responsibilities also include coordinating within the division with five other specialists, who together support activities that promote effective partner policy dialogues, system capacity building in the areas of strategic and operational planning, management, and coordination, training course design and trainer cadre development, supervisory system improvement, and standards development and application. In addition, participating in the ERP theme group on Standards and Professional Development. And leading with the Ministry of Education the initiative of establishing the Professional Academy for Teachers which is the regulatory body of the Teacher's licensure, professional development, National standards and Senior Leadership programs

November 2005 – April 2006: MANAGER , HUMAN RESOURCES DEPARTMENT
Engineering Consultants Group SA (ECG)

Responsibilities includes :

Ensuring that Job Descriptions are up-to-date and accurately describe each position and cost effective recruitment through the use of the appropriate source. Liaising with the Chief Executive Officer (CEO) and Chief Operations Officer (COO) with regard to the recruitment committee. Recruiting staff up to and including department head level Ensuring that the recruitment and selection of people is done objectively and based on Job Descriptions and specifications. Train the department managers to conduct effective interviews. Ensuring the issuing of appointment letters up to and including the level of department head, answer all correspondence and issue regret letters. Ensuring the monitoring and overseeing all staff leave, sick leave and military leave and renewal all work permits and permanent residence permits in conjunction with CEO and branches. Monitoring the progress of new employees and promoting the development of same as well as other employees. Carrying out meaningful appraisals for all staff on a regular basis and ensuring that the action and developmental plans agreed at the appraisals are implemented and followed up. Ensuring that the Individual Career Plans (ICPs) are meaningful and agree with succession plans and are the result of an appraisal. Designing and developing training programs that meet the performance needs identified at appraisals and the following up of all training. Ensuring that training is cost effective and will enhance the employee performance. Maintaining the company's objective for labor turnover or even bettering it and analyzing the labor turnover statistics so that problem areas are highlighted and the appropriate action is taken. Carrying out the company's grievance and disciplinary procedures and that all relevant documentation is completed. Participating in

the weekly staff meetings and assisting in the follow up on these meetings. Strengthening staff morale and self-image by means of motivational programs such as training, social events and sporting activities. Participating in the management meetings and initiate relevant follow up and monitoring management/staff relations and mediate where necessary. Keeping the CEO informed regarding Human Resource matters and carry out salary and wage surveys. Conduct exit interviews with all levels of employees on resignation from the company. Editing and ensuring the timed publication of the quarterly newsletter. Updating the internal and external clients e-list for effective communication. Holding training sessions when needed

January 2004 – October 2005: DIRECTOR , EDUCATION DEVELOPMENT
DEPARTMENT

Career Development & Consultations Academy, (CDC), Cairo,

Egypt

Responsibilities include :

Developing the Department Business Development Plan; Developing new courses and identifying potential business opportunities; Responding to all RFPs forwarded to CDC in the areas of management development, consultancy design, educational development and teacher training; Designing all the Education Development Department courses (with the exception of the University of California Santa Cruz TEFL Certificate and London College of Management courses); Updating the catalogue regularly; Identifying new resources required; Recruiting instructors; Ensuring the CDC orientation sessions for newly hired faculty and staff; Overseeing the Setting of the training schedule; Appraising instructors' performance; Conducting training programs when required; Setting the departments marketing and promotion plans; Handling complaints and reports to Executive Vice-President; Reviewing all training session / course evaluation forms and reporting feedback obtained to Executive Vice-President; Handling the department's faculty remuneration; Promoting high standards of professionalism at all levels; Developing a cooperative team spirit among all staff and building a sense of organization identity; Training when needed.

January 2000 – December 2003: ASSISTANT DIRECTOR , EDUCATION & LANGUAGE
DEVELOPMENT DEPARTMENTS

Career Development & Consultations Academy, (CDC),
Cairo, Egypt

Responsibilities include :

Developing new courses and identifying potential business opportunities; Producing and submitting proposals; Designing courses; Participating in the updating of the catalogue regularly; Recruiting instructors; Designing and leading the CDC orientation sessions for newly hired faculty and staff.; Setting the general department training plans and schedules; Training when needed; Scheduling instructors for each course; Appraising instructors' performance; Conducting training programs when required; Participating in designing and conducting CDC marketing plans and presentations; Handling clients' complaints; Reviewing all training session / course evaluation forms; Providing the director with up-to-date information about department activities.

October 1995 – December 1999: LINKS MANAGER

Career Development Center (CDC), Cairo, Egypt

Responsibilities include:

Handling enquiries; Coordinating admission and registration of all participants; Ensuring that registered applicants receive training materials; Issuing invoices for organizations; Coordinating course schedules; Monitoring attendance of participants; Ensuring the issuing of certificates/diplomas from the overseas partner institutions; Handling the production and duplication of teaching materials; Coordinating travel and accommodation arrangements of incoming/outgoing CDC instructors/trainers; Coordinating the training session /course evaluations; Updating the catalogue regularly; Identifying new resources required.

MAJOR PROJECT MANAGEMENT/LEADERSHIP ASSIGNMENTS / BUSINESS DEVELOPMENT & CONSULTANCIES:

USAID – CANADIAN FUNDED PROJECTS:

- Co-Consultant with a consultancy on Leadership Capacity Assessment Study for The MOE Kindergarten System: The case of Fayoum, Minia and Sohag Governorates The consultancy aims at identifying the leadership competencies and skills needed for Early Childhood Education leaders and advice at the policy level with the changes needed for hiring and capacity building of future ECE leaders. The consultancy is funded by Early Childhood Education Enhancement Program that is funded by the World Food Program, CIDA (August 2008 to date)
- Co-Consultant with a Canadian Expert in Early Childhood Education Leadership expert in a consultancy on the Core Management Skills Workshops: Leading Change in ECE. The consultancy aims to improve capacity of KG system staff in leading change and applying effective reform management methodologies that supports implementation of the National Strategic Plan. The consultancy is funded by Early Childhood Education Enhancement Program that is funded by the World Food Program, CIDA (August 2008 to date)
- Team Leader of phase two of the IT Evaluation project for IIE/DT2, a USAID funded project. The project was to evaluate the impact of the USAID funded IT training on the trainees and the September 2003 to June 2004)
- Project Director of all CDC activities that were conducted in Alexandria for the Education Reform Project of the Ministry of Education funded by IIE/DT2, a USAID funded project. The responsibilities included the design, delivery and coordination of professional development course to all levels of educators that included school principals, teachers and librarians. It also included an on the job training for the supervisors, teachers and SBTU training managers and school principals in the 30 reform schools who exceeded 2000 participants. It also included the leading and coordination of a participant training program that included four weeks of advanced student centered teaching course and study tour with the University of California Santa Cruz. The responsibilities included coordinating with the MOE under secretary, and the USAID CTO (August 2001 – January 2004)
- Team Leader and Cultural coordinator for several education groups that visited the US for durations that ranged from 3 to 6 weeks. The groups ranged from 25 to 45 participants each time. They were from the private sector, the higher education and also Ministry of education employees from basic education. The responsibilities included designing and conducting their orientation sessions as well as offering technical support. (2000 – 2004)
- Training Manager & Consultant in LearnLink/AED, a USAID funded project responsible for the enhancement of teaching and supervisory skills of those working in the One-Classroom Schools in the Ministry Education of Egypt. Responsibilities included the design of the training programs, training and coordination of the implementation of the training in the governorates of Minia, Beni Seouf and Beheira (1998 – 2000)

NATIONAL PROGRAMS:

- Team member with the Ministry of Education Advisory Team working implementing the Human Resources Program of the Ministry of Education Strategic Plan (2007 – 2012). The team is advising on all issues the decentralization of professional development practices, ensuring quality school improvement through the implementation of the teachers' Cadre, analysis the ministry policies, regulations, laws and decrees with this regard as well as advising on the establishment of the Human Resources department.. (February 2008 to date)

- Team Leader – USAID representative- on the Ministry of Education working group responsible for the establishment of the Teachers’ Academy and the Professional Development standards which is the main component of the HR program of the Fast track initiatives of the MOE strategic Plan 2007 - 2012
- Member in the Ministry of Education (MOE) consultants team funded by USAID and working on the MOE national strategic plan 2007 – 2012. The main responsibility as leading the Human Resources component in the strategic plan (August 2006 to March 2007)
- Member of the team of consultants working with Dar El Shorouk and Oxford University Press on designing, and producing a set of English Language books for foreign learners (EFL) (September 2006 to date)

INTERNATIONAL PROGRAMS:

- Leading the consultations and certification services for the London Center of Management (LCM) and Oxford Language Centre (OLC) in the Middle East and the Gulf (2005 to date)
- Negotiating, initiating and managing the London College of Management activities in Egypt and the Gulf to offer Executive Diplomas in the fields of management, finance, human resource management and marketing (November 2004 to Oct. 2005)
- Negotiating the initiation and managing the University of Leicester, UK Master of Science program in Educational Leadership administered in Egypt (October 2004 to October 2005)
- Negotiating the initiation and managing the University of London, UK Post Graduate Certificate in Education (PGCE) administered in Egypt (September 2004 to October 2005)
- Leading all the initial communication and overseeing the marketing and management of international programs and certifications that are and will be introduced in Egypt through CDC Academy for example, with the London College of Management (UK), University of Leicester (UK), London University (UK) and University of California Santa Cruz, (USA) (2000 to October 2005)
- Managing and leading the University of Wolverhampton, UK two Masters programs administered in Egypt (1996 – 2003)

DAN ROTHBERG

Daniel Rothberg, a long-time DAI staff member, has thirteen years of experience providing technical, management, and administrative assistance on international donor-funded programs focused on natural resource management. Mr. Rothberg currently serves as DAI's home office-based Deputy Chief of Party on the U.S. Agency for International Development (USAID)/Advancing the Blue Revolution Initiative (ABRI) contract, where he leads the project's training program. Previously, he was based in the Philippines as Deputy Chief of Party on the Environmental Governance II project, where he was the chief operations manager of a five-year, \$19 million project promoting devolution and decentralization of the control of forests, coasts, and waste in 90 municipalities throughout the country. Mr. Rothberg's technical expertise is in environmental policy and economics, with a particular focus on the economics of rational decision-making related to transboundary water and parks. He has designed projects in the Kura-Aras River Basin between Armenia, Azerbaijan, and Georgia; promoted natural resource-based enterprises in the Great Limpopo Park spanning Mozambique and South Africa; and authored a paper on alternative-financing mechanisms for Indonesian national parks that details options for the efficient use of financial resources and the generation of new funds via carbon-offset programs and privatization. He has been responsible for the competition, implementation, and financial and administrative oversight of small grants programs, indefinite quantity subcontracts up to \$100,000, and grants of up to \$500,000 in the Philippines and Indonesia. Mr. Rothberg holds a masters degree in resource economics and policy from Duke University.

Professional Experience DAI (May 1996–present)

Deputy Chief of Party, Advancing the Blue Revolution Initiative, USAID ANE Bureau (January 2008–present). Serves as U.S.-based lead on a project headquartered in Cairo, Egypt. Oversees Future Water Leaders program providing training to 25 mid-career professionals in water supply and sanitation. With the Chief of Party, manages the budget of a \$7 million, three year contract; prepares task orders for subcontractors; and contributes to strategic planning and contract compliance through reporting, management of technical assistance, and responsiveness to USAID managers in Washington, D.C.

Senior Development Specialist, Environment and Natural Resources Group (January 2007–December 2007). Manages the \$3.5 million annual budget, human resources, subcontractors, and grantees on the Philippines Environmental Governance II project, and contributes to strategic planning and contract compliance through quarterly visits to Manila and via the DAI home office. Develops new business and supports other projects in the water and natural resources sectors.

Grants Management Specialist, Orangutan Conservation Services Program, USAID, Indonesia (December 2007). Oversaw competitive process resulting in award of eleven grants totaling over \$2 million. Chaired five technical review committees; negotiated budgets with recommended grant awardees; and wrote formal proposal competition review memos and negotiation memos for presentation to the USAID technical and contracting officers. Provided administrative and financial training to several awardees.

Deputy Chief of Party for Management and Administration, Environmental Governance II, USAID, Philippines (October 2004–January 2007). Served as the senior operations manager for a five-year, \$19 million project addressing forestry, coastal resources, solid waste, municipal finance, and local governance. The project has six subcontractors; five offices and 70 full-time personnel in 15 different locations; and a small grant fund of \$350,000. Managed subcontractors and grantees, project budgets, personnel, facilities and property, policies and procedures, and compliance with USAID regulations and local law. Working with DAI Bethesda contracts staff, prepared an RFP that received USAID contracting officer approval; oversaw a nationwide competition that yielded 33 proposals; and led the review process that resulted in 12 awards with ceilings of \$100,000. Wrote and edited task order scopes of work; oversaw task order competitions and awards; and ensured subcontractor adherence to USAID regulations. Strategically allocated a \$4 million annual budget to maximize use of finances in relation to

technical results, including distribution of funds by CLIN and by region. Oversees all accounting functions on the project, including proper preparation of field expense reports, cash management, and adherence to USAID Acquisition and Federal Acquisition regulations. Wrote or reviewed quarterly and annual reports. Directly oversaw five personnel in Manila and supervised four field-based regional coordinators.

Senior Development Specialist, Environment and Natural Resources Group (February 1998–October 2004). Provided technical support to and home office management of donor-funded projects in the environment and natural resources sector. Specialized in habitat conservation, river basin management, and environmental economics and policy. Consulting assignments included:

Policy and Institutions Specialist, Great Limpopo Transboundary Natural Resources Management Initiative, USAID/RCSA, South Africa and Mozambique (January 2004). Analyzed policy impediments to the development of NRBEs in the transboundary natural resources area. Recommended improvements to institutional structures and mechanisms that led to broader inter-, intra-, and extra-governmental support to community NRBEs. Recommended capacity-building measures for communities and regional NGO service providers to engage in successful resource management within the Great Limpopo Transfrontier Conservation Area.

Water Policy Specialist, Water Quality Assessment of the Upper Litani River Basin and Lake Qaraoun, USAID, Lebanon (August 2003). Synthesized findings of a team of Lebanese engineers, chemists, and hydrologists and related them to the programmatic implications for USAID and the Government of Lebanon in terms of water quality improvement in the Litani River.

Integrated Water Resources Management Specialist, South Caucasus Regional Water Management Project, Phase II Implementation, USAID (May 2003). Served on a four-person team that visited principal stakeholders in Armenia, Azerbaijan, and Georgia to review project accomplishments and make recommendations for future program directions.

Project Management Specialist, Great Limpopo Transboundary Natural Resources Management Initiative, USAID/RCSA, South Africa (November 2002). Assisted in finalizing the annual strategic workplan; finalized the project grants management manual and explained its stipulations to project staff and grantees; and synthesized project success stories for the USAID cognizant technical officer to present in Mission planning efforts.

Project Management and Environmental Policy Specialist, Environmental Governance Program, USAID, Philippines (January–May 2002). Helped develop the contract workplan. Formulated a subcontracting procedure for the engagement of local contractors to provide services in environmental management. Wrote the technical justification for an expanded and modified workplan. Helped establish an office and operating procedures.

Integrated Water Resources Management Specialist, South Caucasus Regional Water Management Project, Phase I Design, USAID (October 2000–April 2001). Participated on an international and local team that designed the implementation phase of a multi-country project focusing on the Araks River basin. Responsible for addressing the economic, policy, and legal components of the project design, including Armenia's international agreements with its co-riparians (Turkey, Georgia, Iran, and Azerbaijan); the opportunities for NGOs to facilitate international cooperation; and the opportunities for improved water-resources monitoring and information sharing.

Environmental Policy and Communications Specialist, Indonesia Natural Resources Management Program, Protected Areas Management Component, USAID (August 1999). Wrote a discussion paper on enhanced- and alternative-financing mechanisms for Indonesian national parks. Worked with Indonesian specialists to detail options for the efficient use of financial resources and the generation of new funds through debt-for-nature swaps, carbon-offset programs, and privatization. Co-led the development of a training manual for Indonesian national park managers, entailing policy guidelines, instructional fact sheets, and reference lists for further resources.

Water Policy Specialist, Workshop on Transboundary Water Resources, USAID/RCSA and the Southern African Development Community (June–July 1999). Coordinated the technical contributions of six senior experts into a one-week course for senior Southern African policy makers on transboundary water resource management.

Technical Writer and Policy Reform Advocate, Indonesia Natural Resources Management Program, Protected Areas Management Component, USAID (February–April 1999). Documented lessons learned from the field in a range of publications in an effort to stimulate effective policy reform. Interviewed key stakeholders and audience members, then designed and wrote one-page fact sheets targeted at different audiences to promote debt-for-nature swaps, strategic planning exercises, and conservation-awareness programs. Researched and drafted a discussion paper on alternative financing mechanisms for Indonesian national parks, such as privatization, debt swaps, and conservation trusts. Lobbied senior Government of Indonesia staff, international donors, and the private sector to educate decision makers on the win-win results of debt-for-nature swaps.

Proposal Coordinator (May 1996–February 1998). Managed the preparation of proposals to international donor agencies for the company's environment and natural resources and governance and public sector management practice areas. Analyzed requests for proposals and other bidding documents, facilitated strategic planning sessions to outline DAI's response, and monitored each step of the response process from receipt of bidding document to proposal submission. Coordinated the work of proposal teams comprising 5-10 staff members, including senior managers, technical specialists, recruiters, contributing writers, and contracts specialists. Designed proposal graphics and worked with graphic artists, word processors, and editors to design proposal layout to best communicate with target audience.

Natural Resource Management Consultant, World Bank–Africa Region, Environmentally Sustainable Development Division (August 1995–May 1996). As part of a five person, multidisciplinary team, researched, co authored, and edited the Bank's Water Resources Management Strategy for Sub Saharan Africa. Reviewed draft contributions from outside experts and provided editorial feedback. Organized and participated in African stakeholder workshops in Nairobi and Dakar to review Strategy in draft form. Facilitated discussion session on improving civil society participation in water resources management.

Water Resources Management Intern, World Bank–Africa Region, Environmentally Sustainable Development Division (Summer 1994). As part of Master's degree project, wrote position paper for Bank's Water Resources Management Strategy for Sub Saharan Africa, entitled "International River Basins in Sub-Saharan Africa: A Strategy for Fostering Co-Riparian Cooperation." Created database with indicators of capacity building and international cooperation for 250 Bank river basin projects in the region. Made policy recommendations based on this analysis.

Designed project tracking system and trained office staff in its use. Monitored and evaluated rainwater catchment tank and gravity-feed pipe system project that were collaboratively implemented by Yayasan Dian Desa and communities themselves. Led staff in organization of workshops for training of women users in operation and maintenance of pipe systems, and mentored counterparts in organization of community forum prior to implementation of project requiring water sharing between two villages. Represented this community development organization in fora with other national and international non-government organizations.

EDUCATION

Master of Environmental Management, Resource Economics and Policy, Duke University, 1995
B.A., Human Biology, Stanford University, 1990