

# Evaluation of the MENA Region Initiative as a Model of Nexus Approach and Renewable Energy Technologies in Jordan, Tunisia, and Lebanon (MINARET)

Technical Proposal

Presented to the Royal Scientific Society and partners



الجمعية العلمية الملكية  
Royal Scientific Society

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Royal Scientific Society  
Mrs. Rula Al-Shaweesh  
MINARET Project Manager

**Subject:** Evaluation of the MINARET project

**Date:** Thursday, 17 September 2020

Dear Mrs. Rula Al Shaweesh,

With this letter, and in response to your email dated 10 September, we, SaafConsult B.V., from The Netherlands, would like to present our proposal for the evaluation of the "MINARET" project.

This document contains our technical proposal, developed along the guidelines as detailed in the terms of reference you sent us. Our financial proposal is sent as a separate file.

We look forward to answering any questions you may have.

Sincerely yours,

Ele Jan Saaf  
Managing Director

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## Our Understanding of the Terms of Reference

The way we understand the terms of reference is that this involves an evaluation according to the OECD DAC criteria which really looks at the strategic elements of the work and not so much at the specific details. In terms of the OECD DAC criteria, the questions to be asked refer to:

- Relevance
- Effectiveness
- Impact
- Sustainability
- Gender equality

So, the main questions as also indicated in the terms of reference are:

1. Is the project doing the right things?
2. Is the project achieving its objectives?
3. What difference does the intervention make?

Sub-questions will be developed accordingly as presented in our next section on the methodology. It is also understood that the evaluation will not go into small minutiae or details of the program but will look at the strategic elements and the achievements in that context. Furthermore our understanding of the terms of reference includes our understanding of the socio-economic context of the countries in which the work has taken place (Jordan, Lebanon, Tunisia), the specific developments over the past few years and most recently the Covid-19 pandemic, which has limited the implementation of the most recent activities. Our experience with evaluations tells us that in a project like this the cooperation between partners is crucial. We will therefore be looking at the level of cooperation, synergy and complementarity of the various organisations in a constructive and positive manner to phrase and develop options for continuation and to make sure that lessons learnt are taken into account.

### The main goals and tasks of this evaluation

The objectives of this evaluation as presented in the terms of reference are, “to assess relevance, effectiveness, impact, sustainability and gender equality of MINARET to generate information on the level of achievement of the project’s objectives (outputs, outcomes, results, and whenever possible, any evidence of emerging impact), and formulate recommendations as an input to upcoming discussions concerning the preparation of a new project with support from Sida.”

As indicated above, the main goal of the evaluation is to provide RSS and its partners with a clear insight into the achievements of the project, long -term impacts and the sustainability of the measures, as well as the way the MINARET team has responded to changes in external circumstances.

The main tasks are described in our methodology below.

## Our methodology

To ensure a gender-sensitive approach the consultants will work with the definition of gender which focuses on the roles of different genders and the way that these are respected within the project context and the implementation. As such the role of women in the target group as well as women in project implementation will be assessed and attention will be given to ensure that in a follow-up these developments and successful approaches are taken forward.

The approach described below is based on a non-random sampling technique, as the respondents are well known, and will be selected in consultation with RSS and its partners. Questionnaires will contain open and closed questions, and where possible quantitative scoring will be used.

The main tasks for this work are defined on the basis of the objectives of the evaluation:

### Inception Phase

**Task1: Development of an evaluation matrix** on the basis of the theory of change as presented in the ToRs. An evaluation matrix is a matrix which structures the evaluation and relates it to the sources of data and the indicators required to measure/describe progress. An example is presented below in figure 1 using one of the evaluation questions from the terms of reference.

<b>Evaluation questions</b>	<b>Specific topics/ indicators</b>	<b>Data/information required</b>	<b>Information sources</b>
(What does the evaluation team want to know?)	(What are topics of specific interest for IOB and how is impact measured?)	(What data/information is needed to answer the question?)	(Where will the evaluation team obtain the data/information?)
To what extent has the project objectives and design responded to priority issues (does the project address the needs and priorities of the beneficiaries?), and have they continued to do so if/when circumstances have changed?	To be developed during the inception phase.	Etc.	

Figure 1: example of evaluation matrix structure

The evaluation matrix will be part of the inception report and will be presented during the inception meeting.

**Task 2: Drafting of the Inception Report.** The inception report will contain the description of the way the team approaches the evaluation, details, questions, indicators and data collection approaches which will also be summarised in the evaluation matrix. As a result, the inception report will provide RSS and its partners with a clear insight into how we intend to implement evaluation and what the results will be.

Implementation phase

**Task 3: Data collection.** Using the questionnaires developed, the respondents identified in the inception phase will be approached. On the basis of the modality chosen (if possible personal Key Information Interviews, but in case of COVID-19 restrictions, on-line interviews and/or phone calls to ensure that the respondents understand the questions, context and reasons for the interview), interviews will be held. Clarifications will be provided in Arabic where respondents do not fully understand the English language formulations.

To complement the data collected through Key Informant Interviews we will also be organising Focus Group Discussions. If these are not possible on location, these will be organised on-line.

**Task 4: Analysis and report writing.** For the writing of the report the consultants will make use of the data collected, both qualitative and quantitative. The report will be structured in such a way as to reflect the questions in the terms of reference. We will present a layout of the the final report in the inception report, and this will be verified and validated with RSS and its partners during the inception phase. The analysis will be done on the basis of of objectification of the replies using Excel spreadsheets and using coding of the answers. Where this is not possible more qualitative descriptions will be provided.

**Task 5: Submission of the draft report, de-briefing and finalisation of the report on the basis of comments provided by RSS and its clients.**

Once the draft report has been finalized it will be submitted to RSS and its partners for review and then completed on the basis of comments provided. We will also present a debriefing of the findings through a PowerPoint presentation which will allow all interested parties and stakeholders to discuss the findings, conclusions and recommendations.

## Quality Assurance

The consultant maintains a Quality Assurance System that is in accordance with international Quality Management standards. The consultant normally prepare instructions and forms for office work, project work (for the whole project cycle)

and staffing schedule based on the availability and man the project accordingly. The consultants will effectively work in coordination with each other for successful execution of this assignment. In principle staff assigned to the project will remain available throughout the project duration.

In case a staff has to be replaced due to circumstances beyond control of the consultant, we will propose a suitably experienced expert within a reasonable time frame so that the evaluation runs without any delay or faces any technical and managerial problems.

To address possible risks, we have developed the risk/mitigation matrix below.

Risks	Mitigation measures
COVID-19 restrictions limiting access to respondents.	On-line and phone solutions using survey tools, conference tools and share platforms.
Respondents are not internet-savvy or connected or are not familiar with the English language questions.	Arabic questionnaires, support for answering by phone.
Confidential information needs to be processed	Discretion by the evaluators, iron-clad non-disclosure agreements with consultancy team and secured on-line platforms.

### Detailed timetable and work plan

In the table below we have placed the proposed activities in a timeline, in accordance with the dates and timelines as presented on page 6 of the terms of reference.

Planning Desk Study Water and Agriculture Maghreb										
Activity	4 - 8 Oct.	11-15 Oct	18-22 Oct	25-29 Oct.	1-5 Nov.	8-12 Nov.	15-19 Nov.	22-26 Nov.	29-3 Dec.	6 -10 Dec
Start-up meeting	◆									
Task 1: development of evaluation matrix	■	■								
Task 2: Drafting of the inception report	■	■								
Submission of inception report			◆							
Task 3: Data collection				■	■	■	■			
Task 4: Analysis and report writing						■	■			
Debriefing/validation meeting							◆			
Task 5: Submission, review and finalisation							■	■	■	■

## Matrix of proposed staff

We would like to propose a small team consisting of two consultants. The team is gender balanced, age-balanced, and is complementary in terms of languages and experience.

<b>Name</b>	<b>Position</b>	<b>Tasks</b>
Ele Jan Saaf	Team Leader/Senior Evaluator	Develop the evaluation matrix, communicate with the client, structure the questionnaires, execute key informant interviews and facilitate focus group discussions in Jordan and Tunisia, quality assurance, write the report and coordinate all inputs.
Dana Sanioura	Evaluator and researcher	Due to COVID-19 restrictions travel to Lebanon is restricted at this time. Hence, we propose an evaluator to do the data collection, key-informant interviews and research from Lebanon. Dana is Lebanese, has a very relevant background, and has worked with SaafConsult before. Dana will also provide inputs on gender issues.

In terms of the qualifications requested for the evaluation team, the table below matches the requirements against the qualifications of the team:

<b>Qualification requested</b>	<b>Ele Jan Saaf</b>	<b>Dana Sanioura</b>
Extensive and advanced evaluation skills and experience in project monitoring and evaluation in related fields.	√	
Familiar with quantitative and qualitative evaluation	√	√
Understanding of main concepts of the project.	√	√
Familiar with participatory and partnership approaches, empowerment and institutional capacity building strategies	√	√
Advanced knowledge of English and Arabic language,	√	√
In-depth understanding of the NEXUS approach (water-energy-food)	√	



Strong technical knowledge of development project cycle management	√	√
Documented Methodological and analytical skills	√	√

For more details on the team, please see annex 1.

## Annex 1: Curriculum Vitae of the proposed staff

**Proposed role in the project: Team Leader/Senior Evaluation Expert**

1. **Family name:** Saaf
2. **First names:** Ele Jan
3. **Date of birth:** 27 October 1967
4. **Nationality:** The Netherlands
5. **Civil status:** Married
6. **Education:** MA in Development Administration

Institution [ Date from - Date to ]	Degree(s) or Diploma(s) obtained:
University of Leiden [1988 – 1994]	Master's degree in development administration (Faculty of Social Sciences), Thesis on Comparative Water Management

7. **Language skills:** Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)

Language	Reading	Speaking	Writing
Dutch	1	1	1
English	1	1	1
German	1	1	2
French	1	1	2
Italian	3	2	3
Arabic	4	2	4

8. **Membership of professional bodies:**

Member of the Commission for Ecosystem Management of the World Conservation Union (IUCN);

9. **Other skills:**

Full computer literacy (MS Word, Excel, Power Point, etc.)

- 2019 External examiner for the water management degree of the Rotterdam College (Hogeschool Rotterdam)
- 2019 Gender Action Planning, Netherlands Water Partnership, The Hague
- 2018 Conflict Management Skills, Centre for Conflict Management, The Hague
- 2017 MEDRC/Geneva Water Hub, Comparative Models of Water Diplomacy.
- 2013 Basic and Advanced Security in the Field, United Nations Department of Safety and Security
- 2013 Online course on environmental flows. UNESCO-IHE, Delft, The Netherlands.
- 1997 IWACO Consultants: Course on basic aspects of groundwater modelling, groundwater flow and groundwater pollution

10. **Present position:** Managing Director (SaafConsult BV)

11. **Years within the firm:** 15

12. **Key qualifications:** (Relevant to the project)

- 24 years of experience, of which 11 years as team leader of TA projects, formulation and **evaluation** teams, scoping missions and reviews, all related to integrated water resources management (IWRM), capacity building for water management, environment and sustainable development;
- Principal author of more than 20 formulation, progress and/or **evaluation** reports, many specifically for the EU and along EU guidelines;
- Implemented scoping studies, project design, feasibility study, **evaluation** of projects and programs in the water sector;
- Policy development/sector work focussing on (i) water supply and sanitation, (ii) water resource management for agriculture, energy and nature, and (iii) investments in natural resource management;
- Excellent verbal and writing communication skills.

13. **Specific experience in the region:**

Country	Date from - Date to
Jordan	2008 – 2013, 2014, 2018-2019
Tunisia	2008, 2014, 2015
Lebanon	2014, 2017

#### 14. Professional experience

Date from - Date to	Location	Company & reference person <sup>1</sup>	Position	Description
7/2020-3/2021	Rwanda (Volcanic Region)	SaafConsult B.V.	Water Resources Management Expert	Consultancy on water resources management, groundwater management, legal and institutional aspects, specifically on sources of water, reliability of sources, quality issues, other users, etc. Field investigations and assessment of the condition of water supply system in technical and performance reliability.
4 – 8/2020	Abu Dhabi	Miran Consulting Company / <a href="mailto:huda.albgumi@gmail.com">huda.albgumi@gmail.com</a>	Water Management Expert	Contribute to the review of the Environmental Agency -Abu Dhabi (EAD) 5-year strategic plan 2021 - 2025, with a focus on groundwater management.
15/1 – 15/4 2020	Mali	SaafConsult/KfW <a href="mailto:katrin.reinhart@kfw.de">katrin.reinhart@kfw.de</a>	Team Leader	Water and Sanitation Sector Study for Mali. The study intended to determine what effects German development cooperation has had on the drinking water and sanitation sector in Mali over the past 15 years.
15/9 – 2019, 1/10-2020	Mali, The Netherlands, India,	SaafConsult/Wetlands International <a href="mailto:maria.stolk@wetlands.nl">maria.stolk@wetlands.nl</a>	Water Resources Management Expert	Provision of technical and management inputs for the implementation of the Watershed Partnership, specifically on the linkages between Integrated Water Resources Management and WASH, as well as outcome harvesting.
9/2019 – 6/2020	Mediterranean	SaafConsult <a href="mailto:satta@medwet.org">satta@medwet.org</a>	Policy and Advocacy Expert	Development and implementation of a strategy to advocate and facilitate policy development on wetland conservation in the Mediterranean Basin, specifically Mediterranean Island wetlands.
1/3 – 1/7 2019	Pakistan (KP)	dev~consult <a href="mailto:hsarfraz@devconsult.com">hsarfraz@devconsult.com</a>	Water Governance Expert	<b>Evaluation</b> of the water governance domain of the development portfolio of the Swiss Development Cooperation (SDC) in Pakistan.
1/9 – 2018 – 1/3 - 2019	Jordan	Applus <a href="mailto:angel.castro@applus.com">angel.castro@applus.com</a>	Team Leader	Support to the EU delegation in Amman for the development of the Road Map and Joint Analysis for the water sector in Jordan as part of a new Joint Programming initiative.
16/7 – 1/12 2018	Niger	SaafConsult B.V. <a href="mailto:jaap.kroon@rvo.nl">jaap.kroon@rvo.nl</a>	Team Leader	Leadership for the Dutch Disaster Reduction (DRR) team to advise the government of Niger on possible ways to address the ever-increasing water shortages in the Niger River and the impact this has on irrigation and drinking water availability in Niamey.
1/5 – 2018 30/4 - 2020	Mali	SaafConsult B.V., <a href="mailto:Fernanda.vandervelde@rvo.nl">Fernanda.vandervelde@rvo.nl</a>	Strategic Water Advisor	Contracted by the Ministry of Foreign Affairs (through Water OS4/RVO/NWP), focussing on water, conflict, stability, economic development and governance.
1/4 - 15/5 2018	Netherlands	SaafConsult B.V., <a href="mailto:herman.brouwer@wur.nl">herman.brouwer@wur.nl</a>	Senior Expert	Contracted by the Ministry of Foreign Affairs (Inclusive Green Growth Department) and Wageningen University for the development of country profiles for Lebanon, Iraq, Jordan, Tunisia and Egypt on water, food security and climate change/renewable energy.
1/2 – 2018 – 31/12 - 2020	Pakistan (KP)	SaafConsult B.V. <a href="mailto:hsarfraz@gmail.com">hsarfraz@gmail.com</a>	Water Management Expert	Provision of inputs on infrastructure needs for climate change for the Provincial Strategy for Inclusive and Sustainable Urban Growth - 001 Package A: Sector Road Map, Integrated Regional Development Plans and Knowledge Products (ADB)
10/2017 – 2/2018	MENA: Lebanon, Morocco	ECODIT <a href="mailto:oaburayyan@ecodit.com">oaburayyan@ecodit.com</a>	Team Leader	<b>Evaluation</b> of the regional water, environment and agriculture sector activities funded by the Middle East Bureau of USAID since 2007.
1/9 – 1/12- 2017	Morocco	SaafConsult B.V. <a href="mailto:jaap.kroon@rvo.nl">jaap.kroon@rvo.nl</a>	Principal Expert	Scoping mission for the development of Water Dialogues for integrated water resources management and flood protection in Guelmim (Sous Massaa et Draa)

<sup>1</sup> Please do not contact reference persons without consulting Ele Jan Saaf

Date from - Date to	Location	Company & reference person <sup>1</sup>	Position	Description
28/6-31/10-2017	Bangladesh	SaafConsult B.V. <a href="mailto:arif.faisal@undp.org">arif.faisal@undp.org</a>	Integrated Water Resource Management Specialist	Scoping mission to address the problems of the Halda River ecosystem (Chittagong Hill Tract) and its sustainable management.
1-4/2017	Bangladesh	SaafConsult B.V. <a href="mailto:beate.elsaesser@eda.admin.ch">beate.elsaesser@eda.admin.ch</a>	Team Leader	Water Sector Reform: Mid-term review of the project "Institutionalization of the Integrated Water Resources Management Process in Compliance with the Bangladesh Water Act 2013" for the Swiss Development Cooperation.
1/1/2017 – 15/6/2018	Egypt	CDS-Saaf Global v.o.f. <a href="mailto:amokhtar@cds-mena.com">amokhtar@cds-mena.com</a>	Team Leader	Support to the EBRD project Kafr El Sheikh Wastewater Expansion Programme in achieving its systemic impact by building capacity of HCWW (the Client) and its subsidiary KWSC to engage with the public and civil society groups and organisations and raise awareness on water infrastructure projects. (EBRD)
11-12/2016	West Bank/Israel	SaafConsult B.V. <a href="mailto:kczaplicka@saafconsult.com">kczaplicka@saafconsult.com</a>	Principal Expert	Water Sector Reform: Support to the Representation of the Kingdom of The Netherlands in Ramallah and the Embassy of the Kingdom of The Netherlands in Tel Aviv for the development of joint Israeli/Palestinian water programmes, and development of a transboundary wastewater protocol.
1/9/2016 – 28/2/2017	Pakistan	SaafConsult B.V. <a href="mailto:kczaplicka@saafconsult.com">kczaplicka@saafconsult.com</a>	Team Leader and Institutional Expert	Pakistan Intermediate Cities Improvement Investment Programme – Objectives: to produce Feasibility Studies and complete documentation for the "Report and Recommendation" to the President of the ADB for sanctioning of Multi-Tranche Financing Facility (500 million US\$ for water infrastructure). (ADB)
15/8 – 15/11/2016	Oman	SaafConsult B.V./IGG <a href="mailto:job.kleijn@minbuza.nl">job.kleijn@minbuza.nl</a>	Principal consultant	An assessment of the Middle Eastern Desalination Research Centre (MEDRC), and project identification for the Netherlands – Oman cooperation on water management.
01/03/2016 01/07/2016	Bangladesh	SaafConsult B.V./IOB <a href="mailto:Rita.Tesselaar@minbuza.nl">Rita.Tesselaar@minbuza.nl</a>	Senior International Consultant	Inception phase of the <b>evaluation</b> of the Water Management for Development Policy 2006-2015 for the Dutch Ministry of Foreign Affairs, Policy and Operations <b>Evaluation</b> Department (IOB).
1/11/2015 - 30/4/2016	Pakistan (Khyber Pakhtunkhwa)	CDS-Saaf Global/NEC <a href="mailto:Azher.khan@nec.com.pk">Azher.khan@nec.com.pk</a>	Team Leader and International Monitoring Consultant	Livelihood Support & Promotion of Small Community Infrastructure Project – LACIP Pakistan, funded by KfW and implemented through the Pakistan Poverty Alleviation Fund (PPAF).
1/1 – 1/3/2016	Morocco	SaafConsult/RVO Jaap Kroon <a href="mailto:Jaap.kroon@rvo.nl">Jaap.kroon@rvo.nl</a>	Team Leader	DRR-Team on risk reduction flood control, reducing the risks of flooding in the Guelmin region with advice on an Early Flood Warning Systems for this region.
15/-2015 - 15/7-2018	Global	SaafConsult/GOAL <a href="mailto:nboot@goal.ie">nboot@goal.ie</a>	Project Director	GOAL Framework Consultancy for Country Programme WASH <b>Evaluations</b> and Assessment against Global WASH Aims and Priorities (18 <b>evaluations</b> over a period of three years)
6-8/2015	Bangladesh	SaafConsult/Vitens-Evides International <a href="mailto:Folkert.deJager@Vitens.nl">Folkert.deJager@Vitens.nl</a>	Team Leader	Research on the financial and institutional sustainability of Community-Based Organisations managing WASH facilities in Low-Income Areas in Dhaka.
4/2015	Ethiopia	SaafConsult IUCN <a href="mailto:remcovamerm@iucn.org">remcovamerm@iucn.org</a>	Senior expert	Joint World Heritage Centre / IUCN Reactive Monitoring Mission to Ethiopia concerning the transboundary impacts of the Gibe III Hydropower Dam (1870 MW) and the Kuraz Sugar Plantations in the Lower Omo River Basin on Lake Turkana National Parks in Kenya.

Date from - Date to	Location	Company & reference person <sup>1</sup>	Position	Description
1/2015 - 1/2016	Egypt	SaafConsult B.V./SAFEGE <a href="mailto:Barbara.Becht@safega.com">Barbara.Becht@safega.com</a>	Team Leader	Water Sector Reform: Institutional Support for the Water Sector for the Creation of a National Communication Plan and Strategy (EU). Tasks included: <ul style="list-style-type: none"> <li>Developing a national strategy for water conservation;</li> <li>Developing a comprehensive and tailored communication strategy on drinking water conservation for the Egyptian Water Regulatory Authority (EWRA);</li> <li>Preparing full set of Terms of reference for the implementation of the first phase of the communication campaign including detailed budget, log frame, and including 1-day workshop</li> </ul>
1-8/2015	Pakistan	SaafConsult B.V./RVO <a href="mailto:Rick.slettenhaar@minbuza.nl">Rick.slettenhaar@minbuza.nl</a>	Governance and Water Management expert	As part of the Dutch DRR team implemented a scoping mission on water management, flood control, irrigation and disaster mitigation in Pakistan. Subsequently supported implementation of recommendations.
12/2014-1/2015	Bangladesh	SaafConsult B.V./SIMAVI <a href="mailto:Sara.ahrari@simavi.nl">Sara.ahrari@simavi.nl</a>	Principal evaluator	Quick scan <b>evaluation</b> of the "Promoting Environmental Health for Rural School and Community" project in Batiaghata district (SIMAVI)
11/2014	Jordan and Lebanon	SaafConsult B.V. <a href="mailto:rebecca_samaha@wvi.org">rebecca_samaha@wvi.org</a>	Team Leader	End of Project <b>Evaluation</b> of the "Integrated Emergency Support to Populations Affected by the Syria Crisis" (World Vision/ECHO).
9-12/2014	Bangladesh	SaafConsult B.V./SIMAVI <a href="mailto:Sara.ahrari@simavi.nl">Sara.ahrari@simavi.nl</a>	Principal Expert	Formulation of a Post 2015 National Strategy for the Bangladesh WASH Alliance (BWA). Consultative process with NGO members of the BWA including field work in Khulna province
8/2014 - present	Bangladesh	SaafConsult B.V./SIMAVI <a href="mailto:sara.ahrari@simavi.nl">sara.ahrari@simavi.nl</a>	Principal Expert	Principal Expert to provide technical assistance to the Water Operators Partnership between Dhaka Water Supply and Sewerage Authority and Vitens Evides International. Main tasks: <ul style="list-style-type: none"> <li>Identification of technical capacity strengthening needs of partner NGOs and provision of necessary support;</li> <li>Strengthening of M&amp;E in consultation with partner NGOs;</li> <li>Quality control of activities performed by partners;</li> <li>Advising on ways to improve the quality, effectiveness and sustainability of the LIC component of the WoP project. (SIMAVI/NEDA)</li> </ul>
5/2014-2/2015	Africa (Uganda, Botswana, Tunisia, Cote d'Ivoire)	SaafConsult B.V./African Development Bank <a href="mailto:I.kanziemo@afdb.org">I.kanziemo@afdb.org</a>	Team Leader	Water sector reform: Revision of the Integrated Water Resources Management Policy of the African Development Bank. Main tasks were: <ul style="list-style-type: none"> <li>Project planning;</li> <li>Drafting of inception report;</li> <li>Revision work including guiding a team of 6 consultants in 5 different African countries;</li> <li>Drafting of a key revision document in cooperation with the team;</li> <li>Presentation of key policy proposals and institutional embedding;</li> <li>Drafting of the policy document, "Water for African Growth and Development".</li> </ul>
4/2014	Iraq	SaafConsult B.V./UN Habitat <a href="mailto:alan.taylor@unhabitat.org">alan.taylor@unhabitat.org</a>	International Expert	Water Sector Reform: Provision of expertise for a conference on reform in the water sector for the Iraq Public Sector Modernisation Programme.
3-7/2014	Egypt	SaafConsult B.V./Euroconsult MottMcDonald <a href="mailto:Rob.Nieuwenhuis@mottmac.nl">Rob.Nieuwenhuis@mottmac.nl</a>	Team Leader (Inception Phase)	Study on the water-energy-food security nexus in Egypt – A challenge for sustainable development, (GiZ)

Date from - Date to	Location	Company & reference person <sup>1</sup>	Position	Description
2-3/ 2014	Ethiopia	SaafConsult <a href="mailto:lhidmi@saafconsult.com">lhidmi@saafconsult.com</a>	Team Leader	Final performance <b>evaluation</b> of the water hygiene sanitation transformation for enhanced resiliency (WaTER) Project (USAID).
1/2014 – 6/2015 (intermittent)	Czech Republic/Slovak Republic/Turkey	SaafConsult B.V./UNDP Barbora Lateckova <a href="mailto:barbora.lateckova@undp.org">barbora.lateckova@undp.org</a>	Resource person and Trainer	Project Cycle Management training and strategic planning for emerging development cooperation providers in Europe, Turkey (TIKA) and CIS (UNDP-BRC).
10-12/2013	South Asia	SaafConsult B.V./HTSPE Matt Roberts <a href="mailto:matt.roberts@htspe.com">matt.roberts@htspe.com</a>	Water governance expert	South Asian Water Governance Programme, scoping mission to define what role civil society can legitimately play in a transboundary context, what opportunities can be leveraged through a Strategic Fund, the modalities for its management and delivery, and the difference (results) that this approach is likely to deliver (DfID).
9-12/2013	Jordan	SaafConsult B.V./TerraNex	Team leader	Support to the preparation of an Expression of Interest for a 50-Megawatt solar power plant in the Mafraq area in Jordan.
10-11/2013	Jordan	SaafConsult/Mendez-England & associates Audra Stark <a href="mailto:astark@engl.com">astark@engl.com</a>	Water Sector Restructuring and Development Expert	Mid-term <b>evaluation</b> of the Institutional Support and Strengthening Program –ISSP – operating at the Ministry of Water and Irrigation and affiliated utilities. (USAID)
10-11/2013	Jordan	SaafConsult B.V./Dorsch Stephan Kugler <a href="mailto:Stephan_kugler@dorsch.com.io">Stephan_kugler@dorsch.com.io</a>	Principal expert	Lead the development of project design for options for Micro-PSPs and other interventions for the Water Authority of Zarqa (GiZ).
9-11/2013	Jordan	SaafConsult B.V./GiZ Elke Zimmerman <a href="mailto:elke.zimmermann@giz.de">elke.zimmermann@giz.de</a>	Institutional Water Expert	Team member for a scoping mission to study options for the Water Authority of Jordan's institutional restructuring in the Southern Governorates, including recommendations for improved participation/communication in the decision-making/implementation process and options for Micro-PSPs (GiZ).
6/2013	Swaziland	SaafConsult B.V./FAO Julien DeMeyer <a href="mailto:Julien.DeMeyer@fao.org">Julien.DeMeyer@fao.org</a>	IWRM expert	Technical support to the EU Delegation and the Government of Swaziland to design and implement a sound water governance plan for the Malkerns Irrigation and Development Company to benefit the efforts of agriculture diversification (FAO/EU). Drafting of documents according to EDF standards and the EU PCM Logical Framework Approach
3-4/2013	Ghana	SaafConsult B.V./Ecorys Anja Willemsen <a href="mailto:anja.willemsen@ecorys.com">anja.willemsen@ecorys.com</a>	IWRM expert	Contribution to the ex-ante <b>evaluation</b> of the Ghana Netherlands WASH Programme in the municipalities of Ga West, Central and South, Cape Coast and Elmina.
1-5/2013	Romania, Moldova, Ukraine	SaafConsult B.V./ WWF-DCP Camelia Ionescu <a href="mailto:cionescu@wwfdcp.ro">cionescu@wwfdcp.ro</a>	Principal Consultant	Development of the transboundary Climate change adaptation strategy for the Danube Delta - Climate proofing the Danube Delta through integrated land and water management.
1-2/2013	Pakistan	SaafConsult B.V./Association of Netherlands Municipalities <a href="mailto:elger.vermeer@VNG.NL">elger.vermeer@VNG.NL</a>	Team Leader	Scoping mission to appraise the potential for Dutch water business to invest and participate in the water and waste water sector in Pakistan (DGIS)
9-12/2012	Jordan	SaafConsult B.V./IUCN Fadi Shraideh <a href="mailto:Fadi.Shraideh@iucn.org">Fadi.Shraideh@iucn.org</a>	Water Resources and Climate Change Expert	“Strengthening Synergies between Governance of Disaster Risk Reduction and Climate Change Adaptation in Jordan with a view to reduce poverty” project (UNDP).
11-12/2012	Jordan, Palestine, Israel, Oman	SaafConsult B.V./Association of Netherlands Municipalities <a href="mailto:elger.vermeer@VNG.NL">elger.vermeer@VNG.NL</a>	Team Leader	<b>Evaluation</b> of the Middle East Desalination Research Centre's (MEDRC) educational and research activities (DGIS).
9-10/2012	Jordan	SaafConsult B.V./HTSPE Mr. Daniel Mitchell <a href="mailto:Daniel.mitchell@htspe.com">Daniel.mitchell@htspe.com</a>	Team Leader / Water Commercialisation Expert	Final <b>evaluation</b> of the project “The Programme Management Unit (PMU) of the Greater Amman Water Sector Improvement Programme” (EC).

Date from - Date to	Location	Company & reference person <sup>1</sup>	Position	Description
8-12/2012	Africa	SaafConsult B.V. Mr. Vincent van Haaren <a href="mailto:vyhaaren@saafconsult.com">vyhaaren@saafconsult.com</a>	Team Leader	Water Sector Reform: African Development Bank's water and sanitation and IWRM/River Basin Management project <b>evaluations'</b> review and synthesis. Tasks included a) prepare project completion report <b>evaluation</b> notes (PCR-ENs) on completed Bank-funded water and sanitation projects; b) prepare a synthesis report on the Bank's project assistance for Water Supply and Sanitation; c) produce comments and suggestions on recent OPEV IWRM <b>evaluations</b> (AfDB).
6-9/2012	Nepal	SaafConsult B.V./ FCG Finnish Consulting Group Ltd, Mr. Leminen Samuli <a href="mailto:Samuli.Leminen@fcg.fi">Samuli.Leminen@fcg.fi</a>	International Climate Sustainability and Ecosystem Based Natural Resources Management Advisor	Planning of Completion Phase for the Rural Water Supply and Sanitation Project in Western Nepal (RWSSP-WN) (Finnish Development Agency)
3-4/2012	Gaza	SaafConsult B.V./Hydrophil iC GmbH Mr. Gerald Eder <a href="mailto:G.Eder@hydrophil-ic.at">G.Eder@hydrophil-ic.at</a>	Water Institutions Expert	Scoping mission for the Gaza Water Supply Program Coordination Unit within the framework of the Comparative Study of Options for an Additional Supply of Water for the Gaza Strip.
1-4/2012	Africa	SaafConsult B.V./Hydrophil iC GmbH Mr. Gerald Eder <a href="mailto:G.Eder@hydrophil-ic.at">G.Eder@hydrophil-ic.at</a>	Lead expert	Quality at entry review and Country Strategic Programme review for Integrated Water Resources Management for the portfolio of the African Development Bank for the period 2000-2010.
11/2011 – 9/2012	Jordan	SaafConsult B.V./FoEME Ms. Yana Abu Taleb <a href="mailto:yana@foeme.org">yana@foeme.org</a>	Team Leader	Jordanian component of a study on the Economic Benefits of Rehabilitating the Lower Jordan River for Palestine, Israel and Jordan (Friends of the Earth Middle East (FoEME)).
11/ 2011	Uganda	SaafConsult B.V./Hydrophil iC GmbH Mr. Gerald Eder <a href="mailto:G.Eder@hydrophil-ic.at">G.Eder@hydrophil-ic.at</a>	Consultant	Conducted a study on Water for Production (WfP): Review of recent implementation experience and identification of strategic options to support the WfP sub-sector as a component of the planned Joint Water and Environment Sector Support Programme (Austrian Development Cooperation).
5/2011 – 12/2012	Palestine	S&V Consult B.V./House of Palestinian Enterprise Mr. Suleiman Daifi <a href="mailto:s_daifi@yahoo.com">s_daifi@yahoo.com</a>	Team Leader	Technical Assistance for the Joint Water & Sanitation Service Councils (JWSSC) of Maythalun and Tubas Area (West Bank) (AFD). Managed a team consisting of four multi-disciplinary senior consultants.
3-4/2012	Israel, Palestine, Jordan	SaafConsult B.V./Hydrophil iC GmbH Mr. Gerald Eder <a href="mailto:G.Eder@hydrophil-ic.at">G.Eder@hydrophil-ic.at</a>	Team Leader (Cat. I)	Reformulation of the project, "Fostering Cooperation on Water Management between Israeli, Palestinian and Jordanian Water Authorities" - WGWR/EXACT initiative (EC). Assisted by an international conflict resolution expert, a joint action fiche was developed for the new project.
2-4/2011	Jordan	SaafConsult B.V. / Mr. Tarek Abu El Hawa <a href="mailto:Tarek.abulhawa@jrv-rscn.org">Tarek.abulhawa@jrv-rscn.org</a>	Consultant	Ecosystem valuation using surrogate market approaches for the protected areas of Ajloun and Dana as part of the Jordan Rift Valley project.
9/2010 – 5/2011	Jordan	Saafconsult B.V. / GTZ Mr. Dieter Rothenberger <a href="mailto:dieter.rothenberger@gtz.de">dieter.rothenberger@gtz.de</a>	Lead Consultant	Lead consultant for the baseline/feasibility study as a precondition to establish a Water Fund in the Jordanian tourism sector (GTZ). Tasks included: (i) research for the feasibility, (ii) stakeholder consultations, (iii) development of the PPP modalities, (iv) development of capitalisation strategies for the Fund.
6/ 2010 – 6/ 2011	Egypt	S&V Consult B.V. / Sachsen Wasser Mr. Ulf Hermel <a href="mailto:ulf.hermel@sachsenwasser.com">ulf.hermel@sachsenwasser.com</a>	International trainer	InWEnt funded "Competency Based Training and Retraining in the Water and Wastewater Sector" - the main aim is to qualify selected trainers / staff of the Holding Company for Water and Waste water and its affiliated water companies as well as Technical Secondary Schools (TSS).



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2/2010 – 12/2012	Mediterranean Region	Saafconsult B.V. / Egis/BCEOM Mr. Gert Soer <a href="mailto:gert@wreconsult.eu">gert@wreconsult.eu</a>	Short term expert	Regional Water Dialogue Facilitator for the European Union Water Initiative Mediterranean Component (EUWI-MED). Main tasks include: (i) Supporting interventions in the Buna-Bojana Delta for the preparation of a transboundary river basin management plan according to IWRM/EU-WFD principles, (ii) Supporting cooperation with the Palestinian Water Authority for the development of a crisis management response strategy to address water scarcity in the Occupied Palestinian Territories (OPT), (iii) Development of an ecosystem valuation for the mountain aquifer in the OPT, and (iv) support to the establishment of a river basin management authority for the Jordan River Basin
3 – 7 / 2010	Syria	Saafconsult B.V. / CES Mr. Hellwig <a href="mailto:hel@ces-li.de">hel@ces-li.de</a>	Institutional Development Expert	Feasibility Study for the Project “Yarmouk Wastewater Treatment Plant” (KfW), specifically on the construction of a new waste water treatment plant (water infrastructure).
10/2009 – 4/2010	Jordan	CEC / Eng. Izzat Sajdi <a href="mailto:Sajdi@cec.com.jo">Sajdi@cec.com.jo</a>	Team leader	Assessment of Water Use Efficiency in the Hashemite Kingdom of Jordan. The work included managing a team of three researchers, consulting stakeholders and integrating large amounts of data into a concise study report.
8 -9 / 2009	Romania & Ukraine	Saafconsult B.V. / WWF DCP Mrs. Orieta Hulea, <a href="mailto:ohulea@wwfdcp.ro">ohulea@wwfdcp.ro</a>	Coordinator	<b>Evaluation</b> of the WWF Danube-Carpathian Programme Project “Danube Delta: a natural gateway to Europe, economy and ecology in harmony”. Main task was linkages to EU Water Framework Directive, NATURA 2000 framework and overall quality control.
8 – 10 / 2009	Pakistan	Saafconsult B.V./ WWF-UK mr. Tom le Quesne <a href="mailto:tleguesne@wwf.org.uk">tleguesne@wwf.org.uk</a>	Consultant	Support to WWF-Pakistan in development of international best practice recommendations for water policy reform and water governance, including applications for the Indus Basin.
5-7/2009	Hungary, Romania and Spain	Saafconsult B.V., WWF/DCP Mr. Charlie Avis, <a href="mailto:charlie.avis@gmail.com">charlie.avis@gmail.com</a>	Consultant	<b>Evaluation</b> of the “One Europe-More Nature” project of WWF-International. Main focus of the project was to develop business mechanisms to foster nature conservation.
3/2008 – 12/2009	Bosnia-Herzegovina	Saafconsult B.V. / Sachsen Wasser Mr. Jochen Reik, <a href="mailto:jochen.reik@sachsenwasser.com">jochen.reik@sachsenwasser.com</a>	Team Leader	Water Infrastructure: Rehabilitation of Urban Water Supply and Waste Water Systems in Bosnia-Herzegovina (KfW). Main foci are: (i) billing and collection, (ii) unaccounted for water, (iii) tariffs. Extensive consultations were held within the framework of this project with local authorities, civil society groups and private sector.
6/2008 – 4/2009	Palestine	Saafconsult B.V. Mr. Ulf Hermel, <a href="mailto:ulf.hermel@sachsenwasser.com">ulf.hermel@sachsenwasser.com</a>	Senior HR and OD specialist	Responsible for training and institutionalisation of training for the Tulkarem Water Supply Project (KfW). Provided training on (i) Water Demand Management, (ii) Concepts of Autonomous Utilities, and (iii) Utility Internal Reporting.
9 – 12 / 2008	Morocco, Tunisia, Jordan, Turkey	Saafconsult BV, / Wetlands International Mr. Chris Baker, <a href="mailto:chris.baker@wetlands.org">chris.baker@wetlands.org</a>	Senior water management advisor	Scoping mission to appraise projects for a programme entitled, “Engaging civil society in water management in the southern and eastern Mediterranean region” (Wetlands International/CIDA).
11/2007	India	Saafconsult B.V. Manisha Solanki, <a href="mailto:manisha.solanki@ec.europa.eu">manisha.solanki@ec.europa.eu</a>	Team Leader (EU cat. I)	Review mission for the EC-Indian State Partnership Programme for Rajasthan, focused on Integrated Water Resource Management and improved access to water supply. Consulted the government of Rajasthan, relevant government offices and local authorities.
3, 7 & 12/2007, 9/2009	Syria	Saafconsult B.V. / Sachsen Wasser Mr. Ulf Hermel, <a href="mailto:ulf.hermel@sachsenwasser.com">ulf.hermel@sachsenwasser.com</a>	Consultant	Water Infrastructure: Institutional Development Expert for the Advisory to the Regional Water Establishment Damascus Rif for the General Establishment of Drinking Water and Sewerage in the Rural Provinces of Damascus (GTZ).
11-12/2006	FYR Macedonia	Saafconsult B.V. / CVC Mr. Cees Vulto, <a href="mailto:ceesvulto@runbox.com">ceesvulto@runbox.com</a>	Consultant	Institutional Development Expert for the preparation of a Public Relations Action Plan for Vodovod I Kanalizacija (Water and Wastewater Utility) in Prilep (KfW).

Date from - Date to	Location	Company & reference person <sup>1</sup>	Position	Description
10/2006-4/2007	Egypt	Saafconsult B.V.	Consultant	Institutional and organisational consultant for the "Decision Support System for Administration of Contracts Unit Project" at the Ministry of Water Resources and Irrigation.
9/2006-6/2007	Himalayan Region	Saafconsult B.V./IUCN ARO Mr. Peter Shadie <a href="mailto:shadie@iucnt.org">shadie@iucnt.org</a>	Regional Coordinator	Himalayan Region Water and Nature Initiative of the World Conservation Union (IUCN). Main tasks included coordination of works of 12 partners in Bangladesh, India, Pakistan, Nepal and China, monitoring of progress, synthesis of outputs and finalisation of outputs. Main technical foci were (i) environmental flows; (ii) integrated watershed management; (iv) high altitude wetlands, and (iv) payment for watershed services in the Himalayan Region.
3/2006	Egypt/Jordan	Saafconsult B.V. / HJP International Ltd. Mr. Paul Harrisson, <a href="mailto:hj pint@aol.com">hj pint@aol.com</a>	Consultant	Supervision mission of the Technical Assistance Grant for the International Development and Research Centre (IDRC) - Regional Water Demand Management Initiative Middle East and North Africa (WaDImena) and Community-Based Optimization of the Management of Scarce Water Resources in Agriculture in West Asia and North Africa (IFAD).
9/11 2005	Morocco, Tunisia, Egypt, Armenia	Saafconsult BV / HJP International Ltd., Mr. Paul Harrisson, <a href="mailto:hj pint@aol.com">hj pint@aol.com</a>	Consultant	<b>Evaluation</b> of the Participatory Irrigation Management Technical Assistance Grant Programme of the International Fund for Agricultural Development (IFAD). Consultations with local authorities, agricultural departments and NGOs.
3-5/2005	Pakistan	AAB (Pvt.) Ltd. Mr. Asad Bukhari, <a href="mailto:aabceo@nayatel.pk">aabceo@nayatel.pk</a>	Team Leader	World Bank financed Strategic Country Environmental Assessment. Main foci of this assessment were EIA compliance for environmental infrastructure, urban air quality management and water supply and sanitation. Organised extensive consultations with civil society, private sector and local authorities on priorities.
5-6/2005	Pakistan/India	Freelance, Mr. Richard Holland, WWF International <a href="mailto:RHolland@wwf.nl">RHolland@wwf.nl</a>	Main evaluator	<b>Evaluation</b> of the Pakistan Freshwater and Cotton Project for the Global Freshwater Programme of the World Wide Fund for Nature and IKEA, including development of a monitoring and <b>evaluation</b> framework for projects in both countries.
11/2004 – 12/2004	Pakistan	Freelance Mr. Asad Bukhari, <a href="mailto:aabceo@nayatel.pk">aabceo@nayatel.pk</a>	Water Resources Management Specialist	Provided project management inputs for Study III, Environmental Concerns of the Four Provinces in the Indus River Basin, commissioned by the Federal Flood Commission, Ministry of Water and Power, Government of Pakistan.
6/2004 – 8/2004	Pakistan	Freelance IUCN Pakistan, Mr. Hamid Sarfraz, <a href="mailto:hamid.sarfraz@isb.iucn.com">hamid.sarfraz@isb.iucn.com</a>	Programme Specialist	Consultant of the World Conservation Union (IUCN) to the Environment Wing of the Ministry of Environment. Main task was to prepare a plan for implementation of MDGs for Pakistan as related to Water and Environment, specifically Water Supply and Sanitation, Integrated Water Resource Management, Integrated Coastal Area and River Basin Management and water governance (NEDA).
4/2004 – 6/2004	Armenia	Freelance HJP International Ltd., Mr. Paul Harrisson, <a href="mailto:hj pint@aol.com">hj pint@aol.com</a>	Irrigation and infrastructure specialist	Irrigation and Infrastructure specialist for the formulation mission of the Rural Areas Economic Development Programme, financed by the International Fund for Agricultural Development (IFAD).
9/2003 - 3/2004	Egypt	Freelance R. Moll <a href="mailto:r.moll@royalhaskoning.com">r.moll@royalhaskoning.com</a>	Team leader	Red Sea tourism: preparation of a commercial feasibility study for privatisation of Solid Waste Management for the municipality of Sharm El Sheikh, South Sinai and technical inputs and coordination of a project for preparation of an integrated water management plan for the tourist resort of El Gouna, municipality of Hurghada, Red Sea.
10/1997 – 9/2003	Armenia, Bosnia-Herzegovina, Surinam	Royal Haskoning R. Moll <a href="mailto:r.moll@royalhaskoning.com">r.moll@royalhaskoning.com</a>	Institutional development advisor and water management expert	Technical inputs on capacity building for utility management, M&E of Participatory Irrigation Management, formulation and <b>evaluation</b> of water projects for IWACO/Royal Haskoning.

Date from - Date to	Location	Company & reference person <sup>1</sup>	Position	Description
2/2000- 9/2003	Egypt	Royal Haskoning R. Moll <a href="mailto:r.moll@royalhaskoning.com">r.moll@royalhaskoning.com</a>	Resident Team leader	Groundwater Sector Technical Assistance Project, financed by the Royal Netherlands Embassy in Cairo, offered technical assistance to the Ministry for the establishment of a sector for groundwater management. The project, involving two long-term consultants and eight short-term consultants, advised the Deputy Minister (Head of GWS) for Groundwater on policy, governance and operational issues.
5/1999 – 12/1999	Yemen	IWACO BV Mr. Cees Vulto, <a href="mailto:ceesvulto@runbox.com">ceesvulto@runbox.com</a>	Team leader	Interim Team Leader for the World Bank-financed design of the 'Yemen Rural Water Supply and Sanitation Project'. This project, involving six long-term and four short-term consultants, focussed on a demand responsive approach for rural water supply and sanitation schemes by a selection of villages. Final designs and costing were made for water schemes in clusters of villages.
5/1998 – 5/2000	Egypt	IWACO BV Mr. Cees Vulto, <a href="mailto:ceesvulto@runbox.com">ceesvulto@runbox.com</a>	Team Leader	KfW-financed Management Support Programme for the Kafr El Sheikh Water and Sewage Company. Main tasks included improvement of cost recovery, organisational development, development of incentive systems and improved O&M of the distribution network.
11/1994 – 5/1997	The Netherlands, Romania, Moldova, West and Southern Africa and Middle East	Association of Netherlands Municipalities VNG, Peter Knip, <a href="mailto:peter.knip@vng.nl">peter.knip@vng.nl</a>	Project Officer	Responsible for assessment, formulation, coordination, monitoring and <b>evaluation</b> of projects to strengthen urban (municipal) government in developing countries and countries in transition - both from The Netherlands and on location. Main field of work was urban utilities and services development. The projects were funded by major international financing institutes, including: EBRD, EU (TACIS, PHARE), World Bank and bilateral funding agencies. Geographical responsibility included: West Africa, Middle East and selected countries in Eastern Europe.

15. **Other relevant information** (e.g., Publications)

- 2009 The Potential of Water-rights trading in the Middle-East – North Africa Region, International Conference on Implementing Environmental Water Allocations, February 2009, Port Elizabeth, South Africa.
- 2004 Balancing Supply and Demand – Public Private Partnerships and Project Financing, Water Middle East, Bahrain.
- 2003 Major Trends in Groundwater Development: Opportunities for Public-Private Partnerships, International Journal of Water Resources Development, Volume 19, Number 2, June 2003.
- 2002 Desalination of Brackish Groundwater in Egypt, EuroMed 2002 Conference on Desalination, Sharm El Sheikh
- 1994 Participation in policy cycles, Van Vollenhoven Instituut, Rijksuniversiteit Leiden;
- 1993 Participation and professionalism in Water Management, Rijksuniversiteit Leiden

**Family Name:** Sanioura  
**First Name:** Dana  
**Nationality:** Lebanese  
**DOB** 07 March 1988

#### Key Qualifications & Expertise:

Ms. Sanioura has over six years of experience in environmental consultancy and research projects in Lebanon, she joined ELARD in 2019 as an Assistant Project Manager (APM). Ms. Sanioura worked in various disciplines including solid waste management, molecular biology, and ecosystem management. As an Assistant Project Manager, she is currently working on several projects at ELARD; most recently Phase II of the Cultural Heritage and Urban Development (CHUD) Programme Tyre and Tripoli, Lebanon. The project includes evaluation and supervision of the implementation of environmental mitigation measures of on-going construction work *at five cultural sites*.

In addition, she was also the acting Project Manager on the Environmental and Social Management Systems of the first three wind farms in Lebanon. The project included social impact assessments where she supported in the report write-up as well as public disclosure sessions and several stakeholder engagement meetings with the locals to understand the nature of the conflict. Dana was the acting Project Manager on several local projects as well as, including (a) the development and implementation of an integrated solid waste management plan in Chekka (North Lebanon), (b) the Design and assessment of the Deir Al-Ahmar (Baalbek-Hermel) Waste treatment facility EIA, and (c) the rehabilitation of Hazzerta (Bekaa) dumpsite, all three projects are funded by UNDP.

Earlier, she took part in the USAID MENA Water Sector Evaluation where as field officer she facilitated the logistical planning, support and preparation needed for the stakeholders across the country with relevant stakeholders. She also supported lead evaluators during the interviews by keeping minutes of meetings and providing translation and local context.

Ms. Sanioura co-wrote several scientific articles on the anaerobic digestion of the organic fraction of municipal solid waste (OFMSW) that were either published in peer-reviewed journals or presented in international conferences. Ms. Sanioura holds a double major B.S. in Earth and Life Science and Biochemistry from *Université Saint Joseph* (Lebanon) and a M.S. degree in Environmental Technology from the *American University of Beirut* (Lebanon).

#### Education

- **MS** - Environmental Technology, Specialty: Solid Waste Management, American University of Beirut (AUB), Lebanon (2014)
- **BS** - Earth and Life science and Biochemistry, Saint Joseph University (USJ), Lebanon (2009)

#### Employment Record:

- **Assistant Project Manager**, Earth Link and Advanced Resources Development (ELARD), Lebanon (Jan.2019-Present)

- **Senior Associate – Environmental Technology Specialist**, ECODIT Liban, Lebanon (Jan.2018-Dec.2018)
- **Associate – Environmental Technology Specialist**, ECODIT Liban, Lebanon (Nov.2015-Dec.2017)
- **Senior Research Assistant**, ECODIT Liban, Lebanon (Apr.2015-Oct.2015)
- **Research Assistant**, American University of Beirut, Lebanon (Jul.2010-Oct.2014)
- **Research Assistant**, Université Saint Joseph, Lebanon (Feb.2008-May.2010)

Experience Record (from recent to oldest):

**Summary of Relevant Project Experience:**

#### Evaluations

- **Environmental Management Plan in Tripoli and Tyre – CHUD Phase III, Apr 2019 - Currently.** The Cultural Heritage and Urban Development project (CHUD) is a Program undertaken by the Government of Lebanon (GoL) through Council for Development and Reconstruction (CDR) as implementing agency and in agreement with the World Bank, and Agence Française de Développement (AFD), Government of France, and the Government of Italy. **Acting Project Manager** in charge of project implementation of Phase III of the Program which includes (1) supervising and evaluating the implementation and effectiveness of mitigation measures during the construction phase for the years 2018 – 2019 - 2020 in the cities of Tyre (South of Lebanon) and Tripoli (North of Lebanon) and (2) submitting the relevant EMP reports to CDR. Duties also include client coordination, site supervision and coordination, end-of-year report preparation and finalization.
- **USAID MENA Water Sector Evaluation, Nov-Dec 2018.** Field officer responsible for coordinating meetings and site visits in Lebanon with relevant stakeholders and provided all logistical support. Stakeholders included water establishments, intergovernmental water and forecasting agencies, and local USAID offices. Supported lead evaluators during interviews where needed and provided translation and local context.
- **Retrospective Evaluation of the Lebanon Mountain Trail (LMT) Project, Dec 2017 – Nov 2018.** The Project entailed taking stock of the LMT project 10 years after its completion to determine whether its objectives have been met. Following a SWOT analysis, the evaluation concluded by proposing 4 to 6 priority activities that need to be undertaken to improve the Project. **Acting Project Manager** in charge of project implementation including baseline research, write up of the priority activities and their respective scope of work, as well as content and design of infographics on the LMT project to be used by the Client to showcase this flagship Project. Supported the technical lead in the qualitative and quantitative analysis and the Focus Group Discussions (FGD). Led the Key Informant Interviews (KII) and coordination with all relevant stakeholders, and ensured report preparation through finalization and timely submission.

#### Environmental Assessments

- **Update of the Environmental and Social Management Systems of Lebanon Wind Power – Sustainable Akkar – and HAWA AKKAR. July 2019 – Currently.** Assistant Project Manager responsible for the coordination between the international consortium lead and international technical team, and local technical team. Assisting with the preparation, launching, and implementation of this fast track project starting from the proposal phase all the way to deliverable submission. Providing project management support to the project director and environmental technical input to international and local experts. Ensuring deliverable submission in accordance to international standards. The assignment entails an update to existing Environmental and Social Impact Assessments of the first three wind farms in Lebanon. The three wind farms will include up to 43 wind turbines generating a combined total of up to 227.35 MW of power. The objective of the assignment is to ensure compliance with lender requirements, in the form of the International Finance Corporation Performance Standards, lenders E&S Policies (Bank Audi, FMO, EIB, IFU and OPIC) as well as Lebanese regulations. Duties also will include multiple field visits, addressing the gap analysis, and updating the ESIA to meet Lender’s criteria.
- **Assistance with the Preparation, Launching and Implementation of the Beirut Area-Okaibe Expressway Project Development, Lebanon, (EBRD) Jan 2018 – Currently** (Project currently on-hold) Project coordinator supporting the senior staff in drafting project

documents including the gap analysis matrices and site reconnaissance report, coordinating between the in-house technical team and the consultants. Provide technical and project management support in the preparation of the final deliverable of the project which is a scoping report drafted according to local and EBRD standards.

- **Hazardous waste management in Lebanon – Baseline and initial project identification and scoping study, (EBRD) June 2019 – August 2019.** Assistant Project Manager providing technical support and stakeholder coordination to the current quantification of HW in Lebanon, the forecast, the current practices and the geographical distribution. Then the project will - present a review of possible hazardous waste treatment and disposal options - Based on the hazardous waste baseline analysis and forecast and review of treatment and disposal options – it define an investment Project - Present a preliminary analysis of the financial feasibility of the proposed project and its preliminary financial suitability for project financing structures.
- **Provision of Services for the Preparation of Necessary Studies for the Closure and Rehabilitation of Hezzerta Dumpsite, Lebanon (UNDP) Jan – May 2019** Project coordinator supporting the senior staff in drafting project document including analysis of the site, analysis of alternative, client-stakeholder-consultant coordination. Provided technical and project management support in the submission of the final deliverable
- **ESIA of Sustainable Akkar Wind Farm, Lebanon, (Sustainable Akkar) Jul 2017 – Dec 2018.** Project Manager responsible for leading a team of experts specialized in biodiversity, mammalogy, ornithology, and socio-economic conditions in the analysis of the potential impacts of the project in order to generate the necessary mitigation measures. Also in charge of client liaison and finalizing the report.
- **Strategic Environmental Assessment of Tripoli Special Economic Zone (Tripoli Special Economic Zone Authority [TSEZA]), Jan 2018 – Oct 2018.** Project officer in charge of preparing the biodiversity, wastewater and climate condition section. In addition to participating in field visits and the write up of the scoping report and the final SEA report.
- **Environmental Audits of Material Recovery Facilities and Composting Services in Aitanit and Manara in West Bekaa (VNG international), April 2017 – February 2018.** Project coordinator of both assessments which include the use of specially made composting bags procured from the Netherlands and the establishment of a Material Recovery Facility in each town as well as extensive awareness campaigns meant to engage all residents in waste segregation efforts. As the coordinator of the project the tasks are: draft the proposals and contracts for both projects, coordinate the efforts with the client and the Ministry as well as conduct the necessary site visits, write-up of the assessments in coordination with other team members, and carry out the required analysis and study to completion.
- **Strategic Environmental Assessment (SEA) of the Strategic Sustainable Regional Development Plan (SSRDP) for the Caza of Tyre Lebanon, (CDR), April – August 2015.** Assisted in preparing the final SEA draft. Composed the baseline assessment section according to the previous scoping report. Prepared the analysis of alternatives and potential impacts of the SSRDP.
- **Environmental Impact Assessment (EIA) for the Hassan Khaled Parking, (Municipality of Beirut), Lebanon, April – June 2015.** Assisted in the preparation of the analysis of the alternatives. Examined possible different construction methods and possible alternative layouts for the garden. In addition researched and calculated the weight of the green waste that will result from the demolition of the garden. Helped identify current plants in the garden. Assisted in submitting the report and currently awaiting MoE comments.

#### Environmental Reporting

- **Support to Reforms on Environmental Governance (StREG), Beirut, Lebanon, April 2015 – April 2015.** Assisted the national expert under StREG Component 1 in developing the environmental clearance of industrial permits.
- **MED TEST II Project in Lebanon, Beirut, Lebanon, (UNIDO) Jan 2015 - Jan 2018.** Selected as the service provider to implement the Transfer of Environmentally Sound Technology (TEST) approach. The TEST approach combines the essential elements of tools such as Resource Efficiency and Cleaner Production (RECP), Environmental Management Systems (EMS) and Material Flow Cost Accounting (MFCA) as part of Corporate Social Responsibility (CSR), applied on the basis of a comprehensive diagnosis of enterprise needs. Each service provider is assigned a demonstration company (a selected food industry where the TEST approach will be

implemented); the service provider's role includes site investigation, data collection, TEST approach measures identification, contributing to drafting the TEST action plan, client follow up during selected measures implementation and finally drafting of the company's fact sheet. Attended the first two training seminars in this regards: (1) the service providers training workshop and (2) the MED TEST II training seminar for demonstration companies.

- **Dubai State of the Environment Report, Dubai, UAE, (Executive Council of Dubai) April 2015 – May 2017.** Co-authored the Solid Waste Technical Profile; carried out the research, data analysis, and drafting the profile. Worked extensively on industrial waste management including their storage, transportation, treatment and disposal in the emirate and the international treaties that govern their management including the Basel convention, Rotterdam Convention and Stockholm convention. Contributed in the overall SOER report by (1) researching and providing input in the Land, Air Quality, Water and Environmental Governance chapters, in particular assisted in the air quality specialist in analyzing air quality data related to the industrial sector, (2) coordinating the data acquisition, organization and subsequent use, (3) assisting in the preparation and organization of the workshop's presentations and (4) constructed the overall structure and formatting of the report.

#### Solid Waste Expertise

- **"The Preparation of Necessary Studies for the Closure and Rehabilitation of Hazzerta Dumpsite", Bekaa, Lebanon. Jan - May 2019.** Project coordinator in charge of providing support to senior staff in coordination of resources, equipment, meetings, and information for the rest of the team. Tasks include management of consultant input and junior team members, client and stakeholder liaison, overseeing the implementation of the dump and waste assessment in the field, ensuring project deadlines are met, and the preparation of technical and progress reports to the client.
- **"The Preparation of Preliminary Design and Environmental Impacts Assessment Study for the Construction of a Sorting and Landfilling Facilities in North Baalbeck", Lebanon. Jan – May 2019.** Project coordinator in charge of providing support to senior staff in coordination of resources, equipment, meetings, and information for the rest of the team. Tasks include management of consultant input, client and stakeholder liaison, ensuring project deadlines are met, and the preparation of the environmental impact assessment report for the Ministry of Environment and the progress reports to the client. Project is on-going and currently in the scoping report stage.
- **"Thermophilic Anaerobic Digestion of Food Waste: Impact of Mixing Speed" Research Project at the American University of Beirut, Lebanon, Jan 2014 – November 2014.** Organized and handled the startup of the 2x one stage bench top Continuously Stirred Tank Reactor (CSTR) by inoculating them with compost, manure, and leachate. Prepared the artificial food waste from fruit and vegetable market waste as well as restaurant waste. Operated and maintained both digesters. Conducted the physico-chemical testing and the analysis of the data. Co-authored a conference paper featuring the preliminary data as well as co-authored a [journal paper](#) (doi: 10.1016/j.jenvman.2017.10.062).
- **"Startup and Stability of Thermophilic Anaerobic Digesters Treating Organic Waste in The Absence of an Acclimated Seed" Research Project at the American University of Beirut, Lebanon.** Assisted in the laboratory work on the dissertation of Dr. Sophia Ghanimeh (PhD). Conducted the physico-chemical testing and assisted in maintaining two one stage anaerobic digesters.

#### Publications

- Ghanimeh, S., **D. Al-Sanioura**, P. E. Saikaly, and M. El-Fadel. "Comparison of Single-Stage and Two-Stage Thermophilic Anaerobic Digestion of SS-OFMSW During the Start-Up Phase." *Waste and Biomass Valorization* (2019): 1-8.
- Ghanimeh, Sophia A., **Dana N. Al-Sanioura**, Pascal E. Saikaly, and Mutasem El-Fadel. "Correlation between system performance and bacterial composition under varied mixing intensity in thermophilic anaerobic digestion of food waste." *Journal of environmental management* 206 (2018): 472-481.

- **Dana N. Al-Sanioura**, Sophia A. Ghanimeh, Pascal E. Saikaly, Mutasem El-Fadel. "Thermophilic anaerobic digestion of food waste: Impact of mixing speed" Paper # 230 at 108th Air and Waste Management Association Annual Conference and Exhibition (ACE 2015). Raleigh, North Carolina, USA 22-25 June 2015
- **D. Al-Sanioura**, S. Ghanimeh, P. Saikaly, M. El-Fadel. "Startup of Thermophilic Anaerobic Digestion Systems with High Solids Food Waste Influent" International Waste Working Group (IWWG) 5th edition. IWWG symposium in Venice, Italy, Nov 2014
- Ghanimeh, Sophia & El-Fadel, Mutasem & Saikaly, Pascal & **Al-Sanioura, Dana**. "Long-term performance of the thermophilic anaerobic digestion of the organic fraction of municipal solid waste under induced operational disturbances." Proceedings of the Air and Waste Management Association's Annual Conference and Exhibition, AWMA. 1. 723-731(2014).


Language Skills


	<b>Reading</b>	<b>Speaking</b>	<b>Writing</b>
<b>English</b>	5	5	5
<b>French</b>	5	5	4
<b>Arabic</b>	5	5	5


Proficiency is marked from 1 to 5, such that 1=basic & 5=fluent





## Annex 2: References

Ref no:	Project title		SCNL 018- Final Evaluation 2016: Regional Knowledge Network on Systemic Approaches to Water Resources Management (RKNOW) Feb 2013 – Jun 2016					
Name of legal entity	Country	Overall project value (€)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of funding	Dates (start/end)	Name of consortium members, if any
 <b>SaafConsult B.V.</b>	Egypt Jordan, Lebanon, Morocco, Palestine	23,000	100%	2	International Union for Conservation of Nature (IUCN)	The European Union	04/2016 – 07/2016	NA
Detailed description of project					Type of services provided			
<p>RKNOW was a regional project funded by the European Union aiming to create a Regional Knowledge Network on Water that assisted in strengthening the application of systematic approaches to water management and governance in five countries (Lebanon, Jordan, Palestine, Morocco and Egypt) in regard to influence the policy and decision making processes as a means to enhance good governance in the water sector.</p> <p>The objective of the assignment was to analyse the activities and results of the RKNOW Project in terms of the planned outcomes, the processes adopted to design and implement the project to achieve intended results, and the approaches and strategies which should be maximized to build on for up-scaling and/or replicating this kind of project. Specifically assessed:</p> <p>(1) In reference to process: 1) the approach of the project in terms of implementation arrangements (management structure, operational strategies, monitoring system, administrative systems and procedures). Identify any constraints, internal or external, to achieving objectives. 2) the project design – its methodologies and intervention strategies for effectiveness in addressing the problems identified. 3) to what degree the project has achieved its objectives and targets. Include any unintended positive and/or negative impacts. 4) financial management, transparency and accountability. 5) the quality and nature of the partnerships and partner relationships and how this facilitated or constrained impact and progress.</p> <p>(2) In reference to impact: 1) Consider the scale, depth, coverage, multiplier effect (secondary or tertiary benefits), sustainability, and cost-effectiveness of impacts. Identify for whom specifically benefits accrued. 2) To identify the benefit of networking activities on the targeted network members and against the anticipated knowledge outputs established by the revised log frame 2012.</p> <p>(3) In reference to reflection &amp; up-scaling: 1) Identify lessons learned, weaknesses and successes and the factors for failure / success. 2) Identify the elements, strategies, and interventions which can be replicated. 3) Consider how impacts for this type of project can be maximized (what needs to be improved) in scaling up this project activity. 4) Consider were the potential exists for replication and up-scaling, given the requisite conditions for success, as identified by this evaluation. 5) Identify the resource requirements for replication.</p>					<p>This consultancy was executed on the basis of the terms of reference: “Final evaluation 2016; Regional Knowledge Network on Systemic Approaches to Water Resources Management (RKNOW) Feb 2013 – Jun 2016”.</p> <p>Five evaluation missions to Egypt, Jordan, Lebanon, Morocco and Palestine were completed with a scope covering different stages of the RKNOW Project from launching, implementation and phasing out, namely:</p> <ul style="list-style-type: none"> <li>• Project Design and Start up;</li> <li>• Project Implementation and Performance;</li> <li>• Achievement of Objectives;</li> <li>• Potential impact and sustainability</li> <li>• Partnership Dynamics; and</li> <li>• Project Management and Support.</li> <li>•</li> </ul> <p>The outputs of the assignment were:</p> <ol style="list-style-type: none"> <li>1. Five presentations of intermediary evaluation results for Egypt, Jordan, Lebanon, Morocco and Palestine.</li> <li>2. Presentation of evaluation findings and recommendations for all components of the project.</li> <li>3. Summary report on recommendations for partnerships and future regional programmes</li> <li>4. Final evaluation report.</li> </ol>			


Ref no:	Project title		USAID MENA Water Sector Evaluation					
Name of legal entity	Country	Overall project value (€)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of funding	Dates (start/end)	Name of consortium members, if any
 <b>SaafConsult B.V.</b>	Lebanon, Jordan, Morocco, Egypt, Palestine	300,000	30,000	1	USAID, The Middle East Bureau	USAID	September 2017	February 2018
Detailed description of project					Type of services provided			
<p>The purpose of the assignment was to conduct an evaluation of regional water, environment and agriculture sector activities funded by the Middle East Bureau since 2007. The evaluation provided lessons learned and recommendations for future programming with regards to three potential budget level scenarios.</p> <p>Evaluators used a mix of rigorous quantitative and qualitative data collection and analysis methods to generate answers to the evaluation questions listed above. Given the number of activities that were evaluated across multiple countries and given that a number of these activities have ended, the evaluation team dedicated a substantial amount of time to reviewing key activity documents. Secondary data from activity documents have been complemented by primary data from implementing partners, stakeholder (beneficiary) groups, as well as site visits.</p>					<p>Provision of a team leader / senior evaluation specialist for the evaluation process. Tasks included:</p> <ul style="list-style-type: none"> <li>• Serve as primary liaison with USAID TOCOR and ME/TS Activity Manager</li> <li>• Provide overall technical project management and team direction, including assigning individual tasks and duties</li> <li>• Coordinate and direct the overall evaluation effort</li> <li>• Lead the evaluation design and work plan development, data collection and analyses, evaluation reports and presentations</li> <li>• Lead the preparation, and quality and timely submission of Project deliverables to USAID</li> <li>• Conduct meetings and site visits in Jordan and Morocco</li> <li>• Present evaluation results to USAID in DC</li> </ul>			


Ref no	Project title		SCNL 036- Evaluating the “Introducing Renewable Energy to Combat Poverty and Improve Livelihoods and Environmental Conservation in Palestinian Rural Areas” Project					
Name of legal entity	Country	Overall project value (€)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of funding	Dates (start/end)	Name of consortium members, if any
 <p><b>SaafConsult B.V.</b></p>	Palestine	6,000,-	100%	1	IUCN ROWA	OPEC Fund for International Development	02/2019-03/2019	n.a.
Detailed description of project						Type of services provided		
<p>The project aimed to alleviate economic pressure imposed on Palestinians by the lack of electric power, improve their livelihoods, and reduce environmental degradation.</p> <p>This objective is based on the assumption that by providing various renewable energy alternatives to communities in the West Bank and to the poorest inhabitants in the target communities in Gaza, people will generally improve their economic well-being and have free time for other activities, particularly women. It also assumed that the various renewable energy alternatives will provide some if not all the energy requirements of these communities, hence decreasing environmental degradation and enhancing environmental conservation at large. At larger scale such a demonstration project could be promoted as climate change mitigation measures for lowering GHG emissions.</p> <p>The main specific objectives of the project were as follows:</p> <ul style="list-style-type: none"> <li>• Improve the livelihood of 427 households in seven Palestinian rural and marginal communities.</li> <li>• Provide alternative energy solutions for target households in six rural Palestinian communities.</li> <li>• Provide a safe, reliable, maintenance-free and environment-friendly source of power for a very long time for the target communities.</li> <li>• Enable some of the target communities that are threatened by land confiscation and eviction to stay in their lands.</li> <li>• Contribute to lowering carbon dioxide (CO2) emissions.</li> </ul>						<p>The consultant of Evaluation was specifically responsible for:</p> <ol style="list-style-type: none"> <li>1. Assessment of Project Implementation and Performance.</li> <li>2. Achievement of Objectives / Project Impacts.</li> <li>3. Project Management and Partnership Dynamics.</li> <li>4. Preparation of evaluation work plan.</li> <li>5. Preparation of final reporting.</li> <li>6. Presentation/debriefing of findings and recommendations.</li> </ol>		


Ref no:	Project title		JOR 014- Nature Driven Tourism Assessment					
Name of legal entity	Country	Overall project value (€)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of funding	Dates (start/end)	Name of consortium members, if any
 <b>SaafConsult B.V.</b>	Jordan	57,420.-	100%	4	USAID	USAID	01-03-2014 – 01-05-2014	n.a.
Detailed description of project					Type of services provided			
<p>USAID has long-supported activities to enhance Jordan's status as a tourist destination and to increase the benefits of tourism to the country's people. Nature-driven tourism-strengthening activities have been implemented through the Royal Society for the Conservation of Nature (RSCN) and the U.S. Department of Interior (DOI). These two activities had come to an end in the near term, and USAID was currently in the process of considering the design of follow-on activities. Main tasks: (1) to inform the design process by assessing the status of, (2) identifying best practices and lessons learned in, and (3) making recommendations for improvement in the following areas:</p> <ul style="list-style-type: none"> <li>- Management of Cultural and Environmental Resources</li> <li>- The institutional capacity of RSCN and its relationship with USAID</li> <li>- The Jordan Parks Program</li> </ul>					<p>Provided technical information within the scope of Management of cultural and environmental resources, Assessment of the institutional capacity of RSCN and its relationship with USAID, and the Jordan Parks Programs</p>			

Ref no:	Project title		JOR 015 - EU-Jordan Country Level Evaluation					
Name of legal entity	Country	Overall project value (€)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of funding	Dates (start/end)	Name of consortium members, if any
 <b>SaafConsult B.V.</b>	Jordan	7,200	100%	1	GFA	EC	Jun - Dec 2014	NA
Detailed description of project					Type of services provided			
<p>Saafconsult BV provided a Water and Environmental specialist for the EU country level evaluation Jordan. Between 2007 and 2013, the EC contributed significant amount of money on areas related to water and environment, among other sectors. At the end of the five year support to Jordan, the EC, hired GFA as an independent evaluator to conduct Country Level Evaluation for Jordan. Dr. Hidmi was responsible for the evaluations done for the water and environment sectors.</p>					<p>SaafConsult:</p> <ul style="list-style-type: none"> <li>• Carried out field investigations in order to validate predefined judgement criteria related to the following evaluation question "How successful has the EU cooperation with Jordan been in contributing to the promotion of</li> </ul>			


	<p>environment friendly, climate change mitigating and adaptation, and sustainable solutions in the energy and water sectors?”</p> <ul style="list-style-type: none"> <li>• Provided input into the de briefing presentation</li> <li>• Contributed to the draft final and final report for the thematic area of sustainable water use</li> </ul>
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Ref no	Project title		JOR009 – Evaluation of the Institutional Support and Strengthening Program (ISSP)					
Name of legal entity	Country	Overall project value (€)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of funding	Dates (start/end)	Name of consortium members, if any
 <b>SaafConsult B.V.</b>	Jordan	16,422.20	100%	1	ME&A	ME&A	19-10-2013/ 27-11-2013	NA
Detailed description of project						Type of services provided		
<p>The overall objective of the USAID/Jordan ISSP was to increase the institutional capacity and effectiveness in Jordan's water sector institutions. SaafConsult provided a senior expert for the mid-term evaluation of ISSP.</p>						<ul style="list-style-type: none"> <li>• Technical reviews;</li> <li>• Focus Group Discussions;</li> <li>• Interviews;</li> <li>• Field work</li> <li>• Reporting</li> </ul>		


Ref no:	Project title	AFDB 001 - Water Resources Management quality at entry review and country Strategic Programme review.						
Name of legal entity	Country	Overall project value (€)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of funding	Dates (start/end)	Name of consortium members, if any
 <b>SaafConsult B.V.</b>	Tunisia / home based	50.000	30%	3	African Development Bank	African Development Bank	Jan – May 2012	hydrophil iC, NSCE
Detailed description of project			Type of services provided					
<p>The IWRM quality at entry review searched for evidence of IWRM approaches in Bank financed and managed water activities in Africa over the period 2000-2010. It included a review of Project Appraisal Documents (PAD) to assess the quality of investments from an IWRM perspective or to assess the extent to which investments could be identified or labeled as IWRM interventions. The project also reviewed Country Strategy Papers to assess the extent to which decisions regarding water investments in a country are discussed at this level.</p>			<ul style="list-style-type: none"> <li>• On the basis of the IWRM principles as set out in the IWRM (2000) policy statement consultants constructed an analytical framework for assessing and scoring each project document for IWRM quality at entry and finalized it in consultation with OPEV2;</li> <li>• Collected all the necessary documents and reports, including Country Strategy Papers, Project Appraisal Documents, and sector assessments relevant to the water related interventions (as available) for the detailed QAE review;</li> <li>• Analyzed each project against the analytical framework to consider the extent to which IWRM principles are addressed and/or reflected in the intervention noting particular strengths and shortcomings;</li> <li>• Identified practices that are considered to be synonymous with the IWRM approach and could be considered as emerging best practice in the Bank;</li> <li>• Reviewed the corresponding CSPs for each of the countries in the sample to examine whether a strategy for Bank intervention in water related sectors is set out at this level;</li> <li>• Based on the above tasks, produced a report that sets out the methodology, the sample and the findings from the review and their implications for the Bank. (The report had provided recommendations and issues for consideration during the country case study field work and for inclusion in the final report.)</li> <li>• Presentation of key findings, lessons and recommendations to OPEV2 and the Bank's water related operations departments;</li> <li>• Finalized the report incorporating the comments and suggestions provided by the OPEV2 and Bank staff during the presentation, and submitted the final report to OPEV2</li> </ul>					


Ref no	Project title							
	GIZ 007 - Study on the water-energy-food Security nexus in Egypt – A challenge for sustainable development							
Name of legal entity	Country	Overall project value (€)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of funding	Dates (start/end)	Name of consortium members, if any
 <b>SaafConsult B.V.</b>	Egypt	9.900	100%	1	GiZ	GiZ	Mar – Aug 2014	Euroconsult Mott MacDonald
Detailed description of project				Type of services provided				
<p>The study aimed to map the key linkages of the Egyptian water, energy and agro-food sectors, taking into account developments in demography, economy, agriculture (water and cropping patterns), regional trade &amp; cooperation and climate change.</p> <p>The ultimate aim was to feed into designing the future strategic axis of German-Egyptian development cooperation and to recommend specific concepts [scenarios] and organisational set-ups that help secure a sustainable nexus. Several meetings and a workshop were organized in Cairo. Other project activities were mainly from home.</p>				<ul style="list-style-type: none"> <li>• Analysis and Assessment of the Nexus of water, energy and food security in Egypt;</li> <li>• Analysis and Assessment of Nexus of water, population and food security in Egypt and Doom's Day Scenario;</li> <li>• Range of proposed potential adaptation and mitigation measures and orientations for policy formulation;</li> <li>• Recommendations for integrated interventions of the German Development Cooperation.</li> </ul>				





Ref no:	Project title		SCNL 026- Mid-Term Review 2017 of IWRM project					
Name of legal entity	Country	Overall project value (€)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of funding	Dates (start/end)	Name of consortium members, if any
 <b>SaafConsult B.V.</b>	Bangladesh	18 245 €	100%	2	Swiss Agency for Development and Cooperation (Embassy of Switzerland in Dhaka)	the Swiss Confederation	03/2017 – 06/2017	NA
Detailed description of project						Type of services provided		
<p>The over-arching objective of the Mid-Term Review (MTR) was to help implement IWRM in Bangladesh, focusing on integrating the top-down activities of WARPO and participatory local water management in the High Barind. The MTR Consultants principally examined actual performance on the two components against what was expected but also identified (i) rectifiable gaps in the scope of work; (ii) unforeseen constraints; or (iii) critical issues that have emerged since the initiation; (iv) and future direction of the project.</p> <p>The work and reporting of the MTR team was divided into three parts: (i) the national component implemented by WARPO; (ii) the sub-national component implemented by SRC-DASCOH with guidance from WARPO; and (iii) the management of the project by WARPO, the back-stopping team.</p> <p>The objectives and the responsibilities of the mid-term review were:</p> <ul style="list-style-type: none"> <li>• To Review the project document including project log-frame and evaluate how far the intended results were achieved;</li> <li>• To Assess the cost-efficiency of project interventions; and to assess the effectiveness of the project approaches.</li> <li>• To identify the relevance of the IWRM project within the existing context of national water act 2013, SDC portfolio and other donor initiatives.</li> <li>• To assess the relevance and effectiveness of the project's strategy and approaches for the achievement of the project objectives;</li> <li>• To critically review the program (i) structures and resources (management, monitoring, steering, coordination); (ii) systems and policies and (iii) monitoring system;</li> <li>• To assess the project impact on promotion of decentralized service delivery as well capacity and governance aspects of the local governments; To evaluate the roles, performances and effectiveness of support services agencies;</li> <li>• To provide scenarios for capitalizing on the IWRM project experience with regards to the water act 2013</li> <li>• To critically review the institutional strength and capacity to implement such a project.</li> </ul>						<p>Work of the consultants included:</p> <ul style="list-style-type: none"> <li>• Review relevant documents such as project reports, Baseline report, Project document and its annexes, publications and other relevant recent documentation in the area of integrated water resources management in Bangladesh. Identify the nature and causes of gaps in discussion with SRC-DSCOH, WARPO and their consultants.</li> <li>• Assess strengths and weaknesses of the work to date, and prepare recommendations for maintaining / improving performance in the second half of the project in order to achieve project goals.</li> <li>• Visit the Barind Region to meet with stakeholders and see physical interventions. Conduct interviews with project staff, national and subnational senior management, SDC back stopper of this project and project stakeholders including (and more importantly) primary beneficiaries and related ministries and DPs. Organize focus group / brainstorming discussions as relevant.</li> <li>• In discussion with SRC-DASCOH and independently with selected stakeholders, review the practicality of the approved and proposed measures.</li> <li>• Prepare draft and final report.</li> </ul>		

- To provide recommendations on institutional rearrangement or reform if required.
- To Assess the relation and coordination with national and sub national component and WARPO's coordination with Water Ministries and MOLGRDC.

Ref no:	Project title		SCNL 017- Evaluation of water management for development policy 2006-2015					
Name of legal entity	Country	Overall project value (€)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of funding	Dates (start/end)	Name of consortium members, if any
 <b>SaafConsult B.V.</b>	Bangladesh, Mozambique and Indonesia	100,000	100%	1	Dutch Ministry of Foreign Affairs Policy and Operations Evaluation Department (IOB)	Dutch Ministry of Foreign Affairs	05/2016 – 06/2017	n.a.
Detailed description of project						Type of services provided		
<p>The objective of the assignment was to investigate the effectiveness, efficiency and learning on improved water management of the MFA Foreign Aid and Trade policy with an aim to assess the contribution of the Dutch MFA to water management in developing countries in the period 2006 – 2015.</p> <p>The achievement of expected Water Management for Development policy outcomes was investigated in regards to effectiveness, with special focus on 1) actual improvements in water management in the context of climate change, vital ecosystems and other priority policy themes (e.g. food security) and 2) participation and benefits for lower income groups and women beneficiaries and 3) sustainability including different risks, such as technical, financial, institutional, environmental, political, economic and socio-cultural.</p> <p>The role of the MFA and embassies in promoting collaboration between concerned actors within government, within the Dutch water sector and in partner countries, complementarity and synergy between activities were investigated in regards to efficiency. Additionally, 1) contribution of the Dutch water sector to information, knowledge and technologies that is relevant and practical for intended beneficiaries to use; 2) cost of interventions compared to the number of beneficiaries and their benefits of increased water productivity; 3) costs and duration of achieving key results compared to what was planned; and 4) quality of the results were taken into account.</p> <p>For learning purposes, the policy evaluation captured reported experience based lessons or understandings and issues that arose over the 2006-2015 period. Specific topics included: 1) the forms of MFA support/funding proven to be most relevant; 2) the working of interventions and approaches; 3) integration with land use planning; 4) in country and cross border social, institutional and other factors affecting results; 5) public private partnerships for water management; 6) the (potential) role of the Dutch water sector; 7) innovations of delta areas.</p>						<ol style="list-style-type: none"> <li>(1) Preparation of a detailed ToR and work program for and organization of the in-depth study of the MFA country program for improved water management in Bangladesh, Indonesia and Mozambique</li> <li>(2) Conducting of the studies and reporting, including the take up of inputs and comments of the IOB evaluator, peer reviewers, country stakeholders and members of the reference group for the study as per IOB standard procedure);</li> <li>(3) Gathering of information through document review and supplementary on-line interviews for qualitative study of 5 activities.</li> <li>(4) Contributing to the synthesis policy evaluation report (Responsibilities: writing contributions to the final policy evaluation report, reviewing and commenting on drafts of the policy evaluation report).</li> </ol>		

Ref no:	Project title		SCNL 011 - Evaluation of Water, Sanitation & Hygiene (WASH) program of ICCO Bangladesh					
Name of legal entity	Country	Overall project value (€)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of funding	Dates (start/end)	Name of consortium members, if any
 <b>SaafConsult B.V.</b>	Bangladesh	15,290	100%	3	ICCO South and Central Asia Regional Office	ICCO South and Central Asia Regional Office	10/2015-12/2015	-
Description						Services provided		
<p>ICCO Cooperation Bangladesh and its three implementing partners (GeRT, DALIT and AIMS) have been working together for 5 years on a WASH programme to help secure sustainable livelihoods in 3 coastal regions in Bangladesh.</p> <p>SaafConsult has been selected to evaluate ICCO's impact in the areas of operation for the last 5 years, focussing on:</p> <ul style="list-style-type: none"> <li>The impact of the program on benefitting target communities out of reach of mainstream services and resources and excluded from policy making processes;</li> <li>The impact on strengthening the capacity of civil society organizations in the country</li> <li>The impact of the programme on supporting suitable WASH technologies and approaches for the coastal areas of Bangladesh</li> </ul>						<ul style="list-style-type: none"> <li>Assess progress made towards the achievement of objectives at the impact, outcome and output levels and determine if the results contribute to ICCO's overall goals of poverty reduction, capacity development of partners and civil society strengthening and policy influencing;</li> <li>Analyse the reasonability of the relationship between project costs and results and assess performance in terms of the relevance of results, effectiveness, efficiency, sustainability, shared responsibility and accountability, appropriateness of design, resource allocation, and informed and timely action.</li> <li>Formulation of recommendations</li> </ul>		

Ref no	GOAL Framework Consultancy for Country Programme WASH Evaluations and Assessment against Global WASH Aims and Priorities							
Name of legal entity	Country	Overall project value (€)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of funding	Dates (start/end)	Name of consortium members, if any
 <b>SaafConsult B.V.</b>	Global	300,000	60%	15	GOAL	GOAL	08/2015 – 07/2018	4G consite s.r.o.
Detailed description of project				Type of services provided				
<p>GOAL operates in 15 countries globally, these are: Ethiopia, Haiti, Honduras, India, Kenya, Liberia, Malawi, Niger, Philippines, Sierra Leone, South Sudan, Sudan, Syria, Uganda and Zimbabwe.</p> <p>SaafConsult conducted an evaluation of WASH projects/programmes via a framework agreement that encompasses numerous country programmes over a 36-month period. The specific objective for each country programme was established in a separate TOR up to 1 month prior to the commencement of that specific evaluation. Evaluations were conducted in line with the principles set out by the Development Assistance Committee of the OECD with reference to programme relevance, efficiency, effectiveness, impact and sustainability.</p> <p>In addition to the specific country evaluation objectives, an additional objective was to assess the country programme against strategic goals and objectives for GOAL globally and against GOAL's 10 Key WASH Principles with an objective measurement to allow cross-country meta-analysis.</p>				<p>SaafConsult is the lead company and provides the following services:</p> <ul style="list-style-type: none"> <li>• Contract management;</li> <li>• Provision of experts;</li> <li>• Quality control;</li> <li>• Implementation of evaluations;</li> <li>• Reporting.</li> </ul>				

Ref no:	Project title		USA 001: Final Evaluation of Water hygiene sanitation (WASH) Transformation for Enhance Resiliency - WaTER Project in Ethiopia					
Name of legal entity	Country	Overall project value (€)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of funding	Dates (start/end)	Name of consortium members, if any
 <b>SaafConsult B.V.</b>	Ethiopia	50.550	100%	5	USAID Ethiopia	USAID Ethiopia	2/2014-4/2014	n.a.
Detailed description of project				Type of services provided				
Final performance evaluation of the water hygiene sanitation transformation for enhanced resiliency (water) project.				<ul style="list-style-type: none"> <li>• Preparation of evaluation framework</li> <li>• Field work, data collection, processing, analysis and interpretation</li> <li>• Focusing on effectiveness, project approach and methodology</li> <li>• Contribution to effectiveness of project management</li> <li>• Drafting and finalizing mission report</li> </ul>				

## Annex 3: Proposed Table of Contents for the Final Report

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