

TECHNICAL PROPOSAL

***For the provision of External Evaluation Services for:
"The MENA Region Initiative as a Model of Nexus
Approach and Renewable Energy Technologies Jordan,
Tunisia, and Lebanon (MINARET)"***

Submitted by: Integrated International (INTEGRATED) and WEE Pros GbmH

September 20th, 2020



WEE Pros GmbH
Water. Energy. Environment

To: The Royal Scientific Society (RSS) & The Swedish International Development Agency (SIDA)
70 Ahamd Al Tarawneh St. - Jubaiha
Princess Sumaya University for Technology (PSUT)
Amman, Jordan

From: Integrated International
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AND

WEE Pros GmbH
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Bonn, Germany

20 September 2020

Dear Ms. Rula Al Shaweesh,

We, the undersigned, hereby offer to jointly produce an external final evaluation for the Royal Scientific Society & the Swedish International Development Agency's MINARET Project in Jordan, Lebanon, and Tunisia. Kindly find enclosed our technical proposal submission.

If you require additional information or clarification on any point, please do not hesitate to contact me via e-mail at nkoval@integratedinternational.org, or phone at +962 6 592-8244.

Thank you for considering our proposal, and we hope it meets your requirements.

Sincerely,



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A. INTEGRATED INTERNATIONAL¹

Integrated International (INTEGRATED) is a learning-specialized development partner, working to maximize the impact of development programs throughout the Middle East and North Africa (MENA) region. Based in Jordan and formed during the Arab Spring, INTEGRATED has worked closely with development actors to navigate the evolving post-Arab Spring context in order to maximize programming impact based on research, evidence and a deep understanding of local socio-political dynamics. We are a multinational team of monitoring, evaluation, and learning (MEL) specialists, subject matter experts, and development practitioners working in 13 countries in the MENA region. Through our projects and assignments in the region, INTEGRATED has designed and utilized monitoring, evaluation and learning practices to go beyond project results to *improve development outcomes* of programs, through program design and applied analysis used to:

- test and scale innovative approaches,
- identify and evaluate best practices, and
- achieve and measure change,
- inform improved management of programming.

We partner with research institutions, universities, governments, multilateral and bilateral donors, NGOs, and private sector innovators to advance learning for development that improves local peoples' lives.

SERVICES

Evaluations and Research

- Performance Evaluations
- Gender Analyses
- Participatory Evaluations
- Theory-Based Evaluations
- Impact Evaluations
- Sector Assessments

Big Data with Orange

- Context Indicator Data
- Population Sentiment Data
- Geo-Tracking Data

Mel Platform Services

- Development of MEL Frameworks and Plans
- Theory of Change Development and Validation
- CLA Approaches
- Baseline and Endline Assessments
- Learning and Dissemination

Capacity Building

- Programme Design
- MEL Apprenticeship Program

Testing and Scaling Innovative Approaches

- Social Innovation Design
- Randomised Control Trials
- Government or Market-Based Scaling of Innovations
- Experimental Design

Strategy Development

- National Strategies
- MEL Frameworks for Strategy

WATER SECTOR EXPERTISE

INTEGRATED is a long-standing partner of numerous key actors in the water sector in Jordan and throughout the MENA region, including donors, private entities, community-based organizations, research institutions, community leaders and individuals. In particular, INTEGRATED is familiar with the existing challenges and barriers to gender equality in the water, conservation, solid waste management, and infrastructure sector(s) and has developed innovative methods for not only evaluating, but incorporating and improving women's participation and access at both the program and strategic levels. Below are select examples of INTEGRATED's work in the water sector.

- Under USAID's Monitoring & Evaluation Support Project (MESP), INTEGRATED conducted a mid-term evaluation of the USAID-funded **Water Management Initiative (WMI) program** in 2018, which aims to improve water sector performance by increasing accountability, commercialization, and strong public outreach.
- **Oxfam Solid Waste Management EOP Evaluation:** End of project evaluation assessing cash for work livelihood programming for solid waste management among Syrians and Jordanians in host communities (Mafraq) and Zaatari refugee camp.

¹ INTEGRATED's Capabilities Statement and Prior Experience Record are attached as Annex I

- **Final evaluation of "Supporting Women in Host Communities and in Jordan's Refugee Camps through Prevention and Response to GBV, and Promotion of Self-reliance and Social Cohesion" (Eid bi Eid):** Final evaluation of UN Women Jordan's Eid bi Eid program phases I & II. protection, livelihoods, education and social cohesion activities conducted in UN Women's Oasis centres in Zaatari and Azraq Refugee Camps and among host communities to promote peacebuilding and social cohesion. The purpose of the evaluation was to assess the relevance, effectiveness, efficiency and sustainability of the Programme, as well as the integration of human rights approach and gender equality principles. The findings of this evaluation were used to inform phase III of the program and to support strategic decisions and organisational learning and accountability.
- INTEGRATED partnered with World Vision to conduct a baseline assessment for their **NOUR project**, focusing on energy, water conservation and child protection.
- In partnership with **Mercy Corps**, INTEGRATED conducted a review of USAID's Community-Based Initiatives for Water Demand Management II (extension) project (CBIWDM) to evaluate the incorporation of impact indicators, gender mainstreaming and disaggregation, and development/revision of associated data collection tools.
- In partnership with **Mercy Corps and IRD (now Blumont)**, INTEGRATED designed and developed a community outreach and communication strategy for water smart homes that built a uniquely integrated approach to water infrastructure improvements directly linked to water use behavior change based on proven and targeted community-based models of outreach and communication. As women do the main share of water-related work and management, INTEGRATED designed an outreach and communication strategy to empower women to take an active role and voice in household infrastructure.

B. WEE PROS

Water. Energy. Environment Professionals -WEE Pros GmbH- is an international management consulting firm based in Bonn, Germany. We provide variety of consulting services (Technical Assistance, Feasibility Studies, Capacity Development and Institutional Development) for utilities, public authorities and donor agencies in the fields of water, wastewater, energy and environment.

WEE Pros works hand in hand with clients to help them achieve development projects within Sustainable Development Goals context, with special focus to water energy nexus and environment. WEE Pros has a wide pool of practitioners and sustainability experts with outstanding skills, local knowledge and international expertise across the MENA region and beyond. Clients benefit through technical assistance, strategic planning, capacity development, due diligence and evaluation. Going beyond just giving advice, WEE Pros works with clients to provide updated information, conduct diagnosis that may redefine the problem, and provide recommendations and assist in implementation, as well as prevent/resolve similar problems in the future.

RELEVANT EXPERIENCE

WEE Pros was founded by experts having more than 30 years of combined experience in water management and environment. With a firm belief in knowledge exchange and technology transfer in multicultural context to solve the vicious problems hindering the principles of sustainable development, WEE Pros has successfully implemented numerous assignments and projects in the water sector in Jordan and MENA, including:

- With **GIZ**, the Vocational Training and Skills Enhancement for Jordanian and Syrian Refugees in the Water Sector (**VTW**) in Jordan
- With the **International Office for Water (IOW)**, Support in Human Capacity Development for the Palestinian Water Sector, and Non-Revenue Water Training Courses in Ramallah
- With **Gopa Middle East**, participate as a subcontractor to the German Credit Facility to Assist the Return of IDPs in Iraq (GCFI) by investing in the water, waste, energy & infrastructure sectors.

C. MINARET Background

Under the agreement between the Swedish International Development Cooperation Agency (SIDA) and Royal Scientific Society (No 114/2016), SIDA contributes towards financing the core activities of the MENA Region Initiative as a Model of Nexus Approach and Renewable Energy Technologies (MINARET). The project is being implemented by the Royal Scientific Society / National Energy Research Center (RSS/NERC), International Union for the Conservation of Nature, and Horizon for Green Development.

MINARET is a four-year project (February 2017 – August 2021) and is designed to address the unique sustainability challenges and opportunities of the MENA region by increasing local and regional sustainability capacities using the synergies between renewable energy technology and efficiency, water management and food security. The project is aligned with SIDA's strategy and its goals of environmental improvement, reduced climate impact and increased resilience to environmental impacts, climate change and natural disasters. The project also embraces five of the UN Sustainable Development Goals: SDG 5-Gender equality; SDG 6- Water; SDG 7- Affordable and clean energy; SDG 11-Sustainable cities and communities; and SDG 13- Climate action.

The four-year project is built with an overall objective: to strengthen regional cooperation within the MENA region through implementing water-energy-food nexus approach integrated with renewable energy technologies at municipal level, aiming at addressing the unique sustainability challenges and opportunities of the MENA region by increasing local and regional sustainability capacities using the synergies between renewable energy technology and efficiency, water management, and food security. to mitigate climate change impacts and combat poverty.

MINARET has five specific objectives:

Objective (1): to build municipality's resilience to climate change through renewable energy/energy efficiency technologies, water management techniques and food security approaches.

Objective (2): to strengthen institutional capacities of the relevant governmental authorities involved in the project.

Objective (3): to promote inter-municipal regional cooperation to enhance good governance, and equitable dealing with the needs and human rights

Objective (4): to reinforce the role of women, youth, marginalized groups in developing and implementing Nexus approach

Objective (5): to develop a MENA dialogue platform focusing on knowledge sharing, education and lessons learnt at national, regional policy levels.

The project is structured in five different components that address progressively the stated objectives; while the first and the last component cover the planning and the dissemination of the results, the core components are concentrated to the activities that include communication, capacity building, and implementation and replication of pilot projects carried on in the municipalities. These components are:

1. Situational Analysis and Needs Assessment
2. Value Chain Mapping, Capacity Building & Training and Awareness
3. Communication
4. Project Implementation
5. Project Scalability & Replicability

Using a local, bottom-up approach, this project is designed to give local stakeholders at municipal level a voice in determining the details of the planning and implementation of the project as applied in their community. It will assist and support authorities, the private sector and civil society in reducing poverty,

improving living conditions and empowering local community groups, women, youth and other marginalized groups. It will build capabilities, resiliency, and economic, environmental, social and cultural sustainability around renewable energy, water management and food security for those living in their communities (including citizens, immigrants and refugees). This will be done through developing increased awareness of the benefits of sustainable development, encouraging changed behaviors in sustainable practices, and identifying and supporting opportunities for education, workplace employment and entrepreneurial initiatives.

By integrating municipalities in a regional network, the project aims at tailoring long-term strategies fitting the regional environmental and climate peculiarities to manage natural resources in a sustainable, effective and productive manner. In addition, project activities are meant to trigger a bottom up change in people's habits and to frame a more effective integration of environmental issues, into sectorial and development policies. Such twofold approach (regional and local) endorsed by this project is particularly suitable for the MENA region, where there is huge potential for renewable energy development in the form of solar, wind and biomass energy. Therefore, by covering Jordan, Lebanon and Tunisia this project aims to strengthen regional environmental guidelines and standards and encourage the shift towards renewable energy.

D. Evaluation Background

The purposes of the evaluation are:

- i. To help Sida and RSS/NERC to assess progress of the on-going project;
- ii. To serve as an input to the decision on whether the partnership shall continue and if so,
- iii. How a possible phase (Phase II / New project) would be designed to serve the requirements of Swedish Development Cooperation.

The evaluation is to be designed, conducted, and reported to meet the needs of the intended user [represented by the Royal Scientific Society / National Energy Research Center], and the tenderer shall elaborate in the tender how this will be ensured during the evaluation process. Other stakeholders that should be kept informed about the evaluation include the implementing partners International Union for the Conservation of Nature and Horizon for Green Development.

E. Evaluation Objectives

The evaluation purpose is not to review the minutiae of project delivery. Instead this exercise should focus on long term effects and impacts, sustainability nature of project components as well as the development of methodology within MINARET over time, innovation and ways in which MINARET has responded to changes in external circumstances. The evaluation will be conducted in three targeted countries of MINARET (Jordan, Tunisia, Lebanon) to look more in depth at project components, their relevance, impact and sustainability in coordination with MINARET management.

The objectives of this evaluation are to:

- **Assess** the relevance, effectiveness, impact, sustainability and gender equality of MINARET;
- **Analyze** it's impact by generating information on the level of achievement of the project's objectives (outputs, outcomes, results, and whenever possible, any evidence of emerging impact); and
- **Provide** recommendations as an input to upcoming discussions concerning the preparation of a new project with support from SIDA.

F. Methodology

Overview

The evaluation will be theory-based, utilization-focused, and will employ a mixed-methods approach. The assessment will consist of a transparent and participatory process involving RSS/ NERC and other key stakeholders. To this end, the team will employ a participatory approach using mixed methods of qualitative and quantitative data collection tools. This approach purposefully acknowledges the importance of local knowledge as well as the need for stakeholder engagement in generating data, its analysis and interpretation. Furthermore, utilizing a mixed methods approach will allow the team to examine crosscutting issues, such as gender, age, and women participation in the project activities in accordance with RSS/ NERC's approach to these issues.

The evaluation will be completed in the three phases illustrated and described below.



Inception Phase

Start-Up Meeting

Upon signing of the contract, the team will hold a start-up meeting (either in-person or via teleconference_ with key stakeholders from RSS/ NERC, including the Project Manager and Staff, Heads of Departments, the MEL Focal Point, and other relevant SSR/ NERC staff. The purpose of this meeting is to ensure that:

- The Evaluation Team has the opportunity to ask for clarifications of the mandate and scope of the assignment;
- The Evaluation Team understands RSS/ NERC's (1) expectations with regards to the quality of evaluation deliverables and (2) quality of the assessment processes and timelines.

During this meeting and any necessary follow-up meetings, RSS/NERC and the Evaluation Team will finalise the proposed approach, workplan, and methodology for the evaluation, and ensure that the required standards of quality for the study process and deliverables are set in place. RSS/ NERC will facilitate communication with relevant stakeholders and make available all relevant information to the Evaluation Team. RSS/ NERC is also expected to provide access to documents relevant to the desk review.

Desk Review

During the inception phase, the Evaluation Team will discuss with RSS/ NERC and agree upon the final set of reports, datasets, and studies that will be analysed during the desk review. These data sources will be examined to understand the context of the Project and to identify and collate systematically-collected qualitative and quantitative data on the Project's intervention strategies. The key documents that will be reviewed include but are not limited to the following:

- Project documents and proposals (including amendments and budget)
- M&E plans
- Logical frameworks
- Project Theory of Change (TOCs)

- Monitoring database
- Beneficiaries monitoring documents
- Baseline Report
- Surveys, coverage survey reports (if available)
- Quarterly, annual, and other progress reports
- Mission and field visits reports
- Action plans
- Any other relevant documents

Where applicable, the document review will be supplemented by interviews with key staff from the Project. The desk review will allow the team to clarify the Project's logic and impact pathways through the review of its theory of change and comparison with available data. This will also serve to enhance the knowledge of the team in terms of stakeholder engagement, intervention design, policies and procedures in accordance with the set objectives and results of the Project. To account for programmatic changes that may result in new outcomes not measured in monitoring records at the start of the Project, the evaluation team will determine strategies for consolidating secondary data against new outcomes and determine ways in which primary data collection for the evaluation can feed into measurement of new outcomes.

Evaluation Questions

The Team will conduct the evaluation aligned to the framework of the *OECD-DAC Criteria for Evaluating Development Assistance* – Relevance, Efficiency, Effectiveness, Sustainability and Impact – with an additional emphasis on Sustainability and Gender Equality. The Evaluation Team is also proposing to look at coverage, as a criterion to ensure program implementation across different countries is aligned.

In line with OECD-DAC criteria, the evaluation will be guided by a set of evaluation questions, to guide the evaluation at all stages, from inception and tool development to data gathering, analysis, and reporting. The following questions will be addressed in particular, though they will be reviewed and discussed, and streamlined during the inception phase and finalized in the Inception Report:

Area	Questions
Relevance/	<ol style="list-style-type: none"> 1. 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? 2. Do the intervention results meet the needs of the various groups of stakeholders, including those who are most likely to have their rights violated?
Efficiency	<ol style="list-style-type: none"> 1. Was the expertise and coverage for project implementation satisfactory given the available resources and program objectives? 2. Are the management capacities and arrangements put in place to deliver the intervention support the achievement of results? 3. Is there a policy of cooperation with other actors or a platform for sharing information and to avoid duplication? 4. Do team members feel they are working towards a common goal with respect to other departments, is there any formal process to setup common goals and objectives (Integration versus Strategy)?
Effectiveness	<ol style="list-style-type: none"> 1. To what extent has the project been in achieving the project results, including any differential results across groups? 2. Which were the main hindering factors to achieve the objectives of the project?

	<ol style="list-style-type: none"> During implementation, were there systematic and appropriate efforts to include various groups of stakeholders, including those who are most likely to have their rights violated? Has the MINARET monitoring and evaluation (M&E) delivered robust and useful information that could be used to assess progress towards outcomes and contribute to learning?
Sustainability and Likelihood of Impact	<ol style="list-style-type: none"> How is sustainability ensured in the project design? What is the role of local partners and beneficiaries in ensuring sustainability? Does the exit strategy specify a timeframe, institutions for handing over, responsibilities, and allocated resources? Are they realistic? What are notably the immediate outcomes for the targeted beneficiaries that can be reasonably attributed partially or totally – to the implemented action? What are the long-term prospects in terms of impact? Is the project making a difference in the beneficiary communities and how? Does the affected population feel that their situation have improved as a result of the intervention? Was the project (evolving) "environment" properly assessed and considered in the design so that a successful completion of the planned results and objectives of the project in the short term can likely lead to a positive long-term impact? Do the partnerships with the identified local partners/institutions allow to reach long-term sustainability and maintenance?
Gender Equality	<ol style="list-style-type: none"> Has the project contributed to the advancement of rights of the most vulnerable groups (including full and equal participation of women in the project)? Has the project reduced gender-based inequalities in access to the resources and resulted in addressing and of female specific needs?
Coverage	<ol style="list-style-type: none"> Was the process of beneficiary identification & targeting participatory and inclusive (considering gender, disabilities, etc.)? Was the process of beneficiary targeting aligned with the project objectives and the targeted demographic groups? Is the project covering the planned number of people? If not, why not? Are the beneficiaries fully aware of the targeting criteria and do they accept it?

Development of Data Collection Tools

In addition to data collection from the desk review, and based on its findings, the evaluation team will develop the primary data collection tools, which include interview guides for key informant interviews (KIIs) and Focus Group Discussions (FGDs) and a digitized survey. Each tool will be directed to meet and respond directly to the needs of the target groups. Accordingly, the following tools will be developed:

- ◆ Semi-structured interview guides (for KIIs)
- ◆ Semi-structured interview guides (for FGDs)
- ◆ Digitized Phone Survey

Inception Report

Upon completion of the inception phase and desk review, a detailed inception report outlining a conceptual framework of the evaluation, including key/revised evaluation questions, will be submitted. The inception

report will include the overall methodology, sample size and methodology for sampling, complete and final evaluation questions, data collection tools, a detailed work plan with timeline and team composition and detailed tasks.

The inception report will operationalize and direct the evaluation. The inception report will be prepared in English and will include:

- Key elements of the TOR,
- The methodological approach to the evaluation, including an evaluation matrix that specifies the data collection approach, limitations and mitigation strategies.
- A detailed workplan, and
- Data collection tools.

Once approved by RSS/ NERC's evaluation manager, the inception report will serve as the agreement between RSS/ NERC and the Evaluation Team on how the evaluation is to be carried out, and will be informed by the preliminary desk review of documentation, discussions with key stakeholders, etc.

Data Collection Phase

Sampling Approach

During the inception phase, the evaluation team will agree with RSS/ NERC on the sample that will be included in the evaluation. For this evaluation, the Evaluation Team will use the following criteria to ensure representation among the Projects' beneficiary groups, including:

- Stakeholders consulted will aim to include the most vulnerable beneficiaries served by the project;
- To the extent possible, stakeholder consultations will maintain a gender balance;
- Data collected will be disaggregated by age and gender, reflecting youth vs non-youth/ beneficiaries and non-beneficiaries.

Moreover, in the methodology section of the inception report, the Evaluation Team will detail the characteristics of each sample: how it is selected, the rationale for the selection, and the limitations of the sample for interpreting evaluation results. If a sample is not used, the rationale for not sampling and the implications for the evaluation will be provided.

Purposive sampling will be utilized for all target groups for KIIs. Purposive sampling is a form of sampling that selects individuals most relevant to the study using a set of pre-defined criteria. The sampling plan will be finalized in collaboration with the RSS/ NERC team during the inception phase.

Preparation for Field Data Collection

Preparation for field data collection will include the activities detailed below that will be completed before data collection commences:

Recruitment of Data Collectors- INTEGRATED will recruit experienced field staff to conduct and supervise data collection via phone surveys. Staff will be fluent in Arabic, and will have acquired at least two years of experience in data collection.

Training - The Evaluation Team will train field data collectors/ supervisors on all aspects of the data collection plan and tools, including testing and handling audio/transcription equipment, practicing interview techniques, probing, obtaining consent, and the importance of following all instructions in the guides. The training will include a standard INTEGRATED session specifically dedicated to sensitivity while gathering data among vulnerable communities. The team will develop the training material.

Arrangement of Field Logistics - Consistent with the sampling methodology, the team will collaborate with

RSS/ NERC to conduct appropriate introductions with local authorities and other relevant leadership and arrange logistics for data gathering in the project locations (transportation, site coordination, participant invitations and consent forms, confirmation of attendance, and similar tasks).

Data Collection Methodology - Using a mixed-methods approach and triangulation of data will ensure that data collection yields the most complete picture of Project results, and gender sensitivity will be taken into consideration when conducting the evaluation. Additionally, enumerators and interviewers will explain clearly to participants the purpose of the evaluation and how it will benefit future programming (without promising provision of services).

Data Collection Activities

The preliminary sampling frame below shows an initial plan for collecting data along the sampling criteria mentioned above in the Sampling Approach:

Data Collection Tool	Target Group	Sample Size
Semi-Structured Interview Guide (for KIIs)	<ul style="list-style-type: none"> RSS/ NERC Team and Staff Project Coordinators in Jordan, Lebanon and Tunisia Donor Representatives Relevant Ministries/ Municipalities 	Up to 30 KIIs
Semi-structured Interview Guide (for FGDs)	<ul style="list-style-type: none"> Project Beneficiaries Project non-beneficiaries 	2 FGDs in each country (1 for men and women each)
Digitized Phone Survey	<ul style="list-style-type: none"> Project Beneficiaries 	~100-150 from each country

Key Informant Interviews (KIIs) - In-depth interviews will be conducted with key informants drawn from the groups delineated in the data collection tools table above. Interviewees will be selected based on their affiliation to and familiarity with the project, their ability to answer questions that speak to the effectiveness and relevance of the project and its approaches, and their ability to inform lessons learned and areas for improvement. The in-depth interviews will be guided by semi-structured interview guides covering the topics. Each interview guide will be developed to capture perspectives and activities of each informant category, revolving around the evaluation questions and relevant to each project component and stakeholder. The guides will be designed to preserve the potential for a relatively free-flowing conversation, while creating a standardized format to facilitate a reliable, comparative analysis of data pertaining to the evaluation questions. While questions are based on the evaluation questions, they may vary depending upon the identity of the informants. Interview guides will take into account the need to capture differentials along key demographic characteristics, such as gender and age.

Focus Group Discussions (FGDs) - Focus group discussions will be conducted with project beneficiaries and non-beneficiaries (both males and females) to explore in-depth qualitative issues. Data will be collected through the FGDs to capture the input of direct beneficiaries and non-beneficiaries in the context of the project. FGDs will be held in groups of 8-10 participants, allowing all participants the chance to have their opinions heard. Each focus group will between 60- 90 minutes. FGDs will be segregated by gender.

Phone Survey - A survey will be used to provide quantitative data to be triangulated against the qualitative data from KIIs and FGDs. INTEGRATED will recruit 4 experienced enumerators from among our pool of 100+ certified data collectors. Staff will be fluent in Arabic, familiar with local/regional contexts, and will have acquired at least two years of experience in data collection and trained on gender sensitivity. To ensure quality of data collection, enumerators with large scale data collection experience among vulnerable groups will be given preference. The data collection team will be selected based on their past experience, availability and interest.

INTEGRATED will administer a survey to ensure that there is sufficient quantitative data. INTEGRATED will **finalize the sample size and during the inception phase**. The sampling table represents the tentative sampling size for the survey. RSS/NERC will provide access to project documents during the inception phase that will inform and confirm the development of the final sample size. Surveys will be conducted via phone with beneficiaries in all 3 countries in order to cut down on logistics and save in terms of transportation and time in the field.

Data Quality, Entry, and Cleaning

In order to ensure the highest quality of data, our subject experts will ensure that data collection regarding their areas of expertise meets relevant sector standards. The original notes from KIs and FGDs will also be used as a measure of quality control and will be required to submit activity sheets on a daily basis to the Team Leader to track their progress and use of time during their time in the field. Additionally, INTEGRATED'S Data Analyst and Quality Assurance Specialist (see Team Section) will supervise and ensure protocols are followed, as well as design a database that enables rich analysis and ease of use. After the completion of data entry and cleaning, the team will conduct longitudinal checks across survey waves. If there is a logical error, the team will double-check the results and contact respondents to validate the data. A randomly selected 10% of the respondents will be identified to validate the data entry. In addition, all percentages, totals, and tables will be randomly selected for checks. If any deviation is noticed, the data entry will be revised.

Debriefing and stakeholders' workshop

INTEGRATED will host a debriefing session with in-country key stakeholders, notably, representatives of the project stakeholders and RSS/ NERC staff, and will include other stakeholders from Lebanon and Tunisia via tele- or video-conference, after the end of fieldwork in order to present preliminary findings of the evaluation, gather their feedback on the findings and build consensus on the recommendations; to develop action-oriented workshop statements on lessons learned and proposed improvements for the future.

Analysis and Reporting Phase

Data Analysis

Qualitative and quantitative data analysis methods will be used to understand, explain, and interpret emerging data. The data analysis methods used in the evaluation will depend on content analysis, cross tabulation and comparison, and triangulation. All qualitative and quantitative data will be disaggregated by gender and respondent category and age. Data analysis will be structured by the evaluation's primary questions. For qualitative data analysis the team will use constant comparative analysis to identify themes and create a coding framework based on emerging trends in the data. As appropriate, descriptive statistics will be used to summarize the frequency of responses, disaggregated by respondent category. The team will analyze and document trends among and across the respondent categories to establish relationships between the themes. This quantification of the prevalence of certain themes in the data will allow the team to formulate findings for each of the evaluation questions. Qualitative and quantitative data will be collected and analyzed at the same time. The aim of the combined use of qualitative and quantitative data is the mutual validation and convergence of findings. Data collected through qualitative and quantitative methods will be triangulated for each question.

Reporting, Finalization, and Presentation

The team's reporting activities will emphasise collaboration and input from a wide range of stakeholders. The Evaluation Team will conduct a debriefing session to be held in Amman, Jordan; and connect other stakeholders from Tunisia and Lebanon via tele- or video-conference after finalizing the data collection phase. The presentation is to include preliminary findings responding to the evaluation questions. Following the preliminary findings debrief session, The Evaluation Team will incorporate feedback from the session onto the final report.

Evaluation Report

Prior to the submission of the final evaluation report, The Evaluation Team will submit a draft report to RSS/ NERC for review and comments. The draft evaluation report will conform to the OECD/DAC Quality Standards for Development Evaluation and follow the structure and instructions as set out in the TOR, as well as any additional instructions set out in the contract. Prior to submission to RSS/ NERC, The Evaluation Team will ensure that the draft evaluation report has undergone an internal quality control process. If the quality of the draft evaluation report is deemed satisfactory by RSS/ NERC (form and substance), the draft evaluation report will be circulated to other stakeholders as necessary for comments, though the number of comments and rounds of review will be limited to (2) rounds for both RSS/ NERC and all stakeholders (if necessary).

The final report will be submitted in soft copy form (Word and PDF) in English. Along with the final report, The Evaluation Team will submit all raw and cleaned data in the language of which they were collected. The Evaluation Team will address all comments and make appropriate amendments to the evaluation report prior to submission to RSS/ NERC for review and approval. The final report will contain the following components: (i) Cover Page; (ii) Summary Table; (iii) Table of Contents; (iv) Executive Summary; (v) Background Information; (vi) Methodology; (vii) Findings; (viii) Conclusions; (ix) Lessons Learnt and Good Practices; (x) Recommendations; (xi) Annexes (Logical Framework, List of Documents reviewed during the Desk Review, List of Persons Interviewed, Data collection tools, Evaluation ToRs, Final and approved inception report)

Deliverables

The following deliverables will be submitted over the period of the evaluation:

Deliverable	Description
Inception Report	The Evaluation Team will develop a detailed work plan in consultation with RSS/ NERC, including a conceptual framework, sampling methodology, analysis matrix and data collection tools.
Draft Evaluation Report	The draft will summaries results derived from the analysis.
Collected Data Submission	High quality raw and cleaned data will be submitted, in the language of which they were collected.
Presentation of findings	The team will present the draft evaluation report to key RSS/ NERC staff and stakeholders, in a debriefing session, after which the team will incorporate any feedback received.
Final Evaluation Report	The Final Evaluation Report will be submitted in English, in soft copy, and will incorporate all feedback on the draft report as well as feedback from the debriefing session.

All deliverables will be prepared in English, and submitted to RSS/ NERC in MS Word or in compatible software, accompanied by a PDF version. Presentations to be delivered will be submitted in electronic format to RSS/NERC prior to delivery. The Evaluation Team shall submit other documents used/created (e.g., questionnaires, focus groups protocols, interview notes, raw data, survey data, database(s)).

G. Appreciation of the TOR

This appreciation is meant to clarify the understanding of the TOR and denote key challenges and assumptions involved in undertaking the evaluation.

Clarification Regarding the Workplan

The INTEGRATED team brings to the evaluation a methodology tailored from extensive experience conducting evaluations in the MENA region. While INTEGRATED appreciates the suggested timeframe of October 1 – December 10 for the assignment and will aim to honor it, the proposed timeline has been slightly modified to accommodate the need for in-depth desk review of all documents and the time needed for revision by RSS/NERC and other stakeholders. Our proposed extension for these deliverables will not affect the overall timeline of the assignment, but will ensure the assignment's cohesive and uninterrupted implementation.

Clarification Regarding the Sample Size for Surveys

The Evaluation Team has proposed estimates for the anticipated sampling selection based on our information provided in the ToR. These numbers merely serve as estimates and can be re-distributed as needed. The Evaluation Team will discuss and confirm the final sample distribution with RSS/NERC during Inception Phase.

Clarification Regarding the Possibility of Conducting KIIs and FGDs

In light of the current COVID-19 situation and all associated traveling restriction. The evaluation team composes local researchers in both Tunisia and Lebanon. The team will remain open to alternative methods of data collection, even with local evaluators on the team, keeping up with updated governmental restrictions regarding social distancing in the three respective countries. KIIs will be held via tele-or video conference if face-to-face meetings are not possible. In addition to that, if country regulations don't allow the team to conduct FGDs, they will be replaced with in-depth interviews with a sample of the target groups.

H. Risks & Mitigation

In order to efficiently and effectively meet the objectives of the evaluation, a set of risks and mitigating measures are presented in the following table:

Risk/Challenge	Mitigating measures
Access to beneficiaries in the governorate of Madaba	<ul style="list-style-type: none">• With cooperation from the team, RSS/ NERC will start the approval process early to develop rapport with local authorities and ensure approvals of data collection tools and planned field visits occur in a timely manner.• RSS/ NERC will facilitate access to beneficiaries, non-beneficiaries and other stakeholders to by making appropriate introductions to ensure the team can conduct interview.• RSS/ NERC will provide The Evaluation Team with access to documents for the desk review as a first step in the evaluation process.• RSS/ NERC will provide the Evaluation Team with a comprehensive list of all stakeholders and their contact information and will facilitate access to them if needed.
Quantitative analysis relying on data from the desk review that may be incomplete	<ul style="list-style-type: none">• Th Evaluation Team will complete a Data Inventory following the desk review to identify what is incomplete• The Evaluation Team will provide a focal point with whom the team can communicate throughout the evaluation period;• Quantitative analysis of data from the desk review will be validated through and supplemented with qualitative findings
Time-delay	<ul style="list-style-type: none">• The Evaluation Team will develop a detailed timeline for the evaluation to be incorporated in the work plan. Once the report is approved, both parties will abide by the deadlines provided in the agreed upon timeline.• RSS/ NERC will designate a focal point for logistics• All documents relevant to this study will be provided by RSS/ NERC in a timely manner;• List of recommended organizations and relevant staff to give insight into the evaluation, along with the full database of beneficiary contact information, is to be provided by RSS/ NERC during the Inception Phase.• RSS/ NERC will adhere to the timeline in the inception report for reviews and comments on key deliverables.
COVID-19 related risks	<ul style="list-style-type: none">• The Evaluation Team will conduct online data collection if face-to-face meetings are not possible. This includes phone interviews if internet connection doesn't allow for an internet-supported method, or if travel remains restricted.• The Evaluation Team will set-up a shared drive where the team members can access documents and co-generate the reports, presentations and other deliverables.

I. Ethics

Both INTEGRATED and WEE Pros have a proven track record of excellence in delivery of national and regional scale assessments, evaluations, and projects in the MENA region. All team members can navigate the local context and deliver an international caliber product. Our work has been cited, showcased and utilized for improved performance by Ministries, donors, and key policy stakeholders at the local and international level. The Evaluation Team will undertake the evaluation in accordance with RSS/ NERC's critical values listed in the ToR ensuring the following:

- Independence
- Gender Sensitivity
- Accountability
- Usefulness
- Conflict Sensitivity
- Representation
- Disability Sensitivity
- Transparency

INTEGRATED and WEE Pros commit to integrity in data collection and ethics. All team members are required to sign a code of conduct which governs their legal and ethical conduct in the performance of their work. Data is always collected with the consent of beneficiaries and other relevant stakeholders, including local authorities and government officials, and anonymized to ensure confidentiality. The evaluation team regularly works with vulnerable populations, including marginalized groups, children, and women; employs a human rights-based approach; and adheres to Do No Harm Principles throughout all its work.

J. Timeline

The Team will ensure that deliverables will be of high quality and will be delivered in a timely manner, as per the timetable below, with the final workplan and timeframe to be agreed upon during the Inception Phase.

Deliverable	Month										
	October, 2020					November 2020				December	
	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11
Inception Phase											
Start-up Meeting											
Desk review and preparation of field work											
Draft Inception Report											
Inception Meeting											
Final Inception Report											
Incorporation of comments											
Data Collection Phase											
Field Work											
Analysis and Reporting Phase											
Analysis of primary and secondary data											
Debriefing workshop											
Submission of Draft Evaluation Report											
Incorporation of comments											
Final Evaluation Report											
Submission of Raw Data											

K. Team

INTEGRATED employs a management structure that capitalizes on in-house capacity, the sectoral expertise and unique background of our consultant base, and the specialized data collection expertise of our pool of certified data collectors and enumerators. INNTEGRATED's partnership with WEE Pros GmbH capitalizes on sectoral expertise as well as evaluation expertise, along with regional experience to deliver the assignment. The members of the proposed team have been selected and organized in a manner that will allow smooth operations and timely delivery of all outputs, while meeting the required qualifications.

Mustafa Nasereddin (Team Leader; Jordan Manager)

Dr. -Ing. Mustafa Nasereddin is an Environmental and Water Resources Management engineer who obtained his Ph. D. engineering degree from the University of the German Federal Armed Forces in Munich (Universität der Bundeswehr München), and had completed double master degree in Integrated Water Resources Management (IWRM) from Jordan University and Cologne University for Applied Sciences in Germany. Before starting WEE Pros; Dr. Mustafa served as the Director of Programs and Technical Services/Assistant Secretary General at ACWUA. He managed projects, training programs, technical working groups and ACWUA Best Practice & Arab Water Week conferences from 2010-2016. Dr. Mustafa is a regional water utilities expert who worked with many international organizations and donor agencies on regional development projects serving water and sanitation sector in the region. Before joining ACWUA, Dr. Mustafa worked at the instituting water demand management in Jordan Project "IDARA" as water demand management specialist, where he worked on developing a new standardized water and sanitation plumbing code for Jordan, developing a Master Plumber certification and training program and developing BMP guides for efficient water use at High-Rise and High Density Areas in Jordan.

He worked with ECO Consult on many projects related to sustainable development and environmental management, EIA's, solid waste management, water demand management, institutional reform and municipal development. During his working experience, Dr. Mustafa was engaged in many projects and assignments with the Jordanian Ministry of Water and Irrigation, Ministry of Environment, Ministry of Planning and International Cooperation and the Ministry of Municipal Affairs through collaborating with a wide range of funding agencies. Before joining ECO Consult Dr. Mustafa worked as a program officer in USAID-WEPIA project specialized in water conservation. The Team Leader will also oversee all data collection in Jordan.

Tasks: The evaluation team leader will oversee and participate in the preparation and review of all deliverables including the inception and draft report and will finalize and submit the final report. Responsible for overall evaluation process; setting out the methodological approach; reviewing and consolidating RSS & SIDA's inputs to the evaluation deliverables; delivering the evaluation deliverables in line with the requested quality standards. The evaluation team leader will also conduct checks on the evaluation specific workplan and timeline; provides oversight and quality assurance to design methodology and instruments; and ensures that findings, conclusions, and recommendations answer evaluation questions and meet RSS & SIDA's needs and expectations. Will lead the preparation of and delivering the debriefing workshop to stakeholders.

Fadia Al Hussein (Evaluation Lead; Tunisia Manager)

Fadia is a senior sustainable development and business-enabling environment expert with over 20 years of experience managing complex multi-disciplinary projects for donor agencies in the areas of environmental and natural resource management, sustainable tourism development, and special economic zones development. She is particularly experienced in the realm of operations management, and has a proven track record in optimizing organizational processes and improving project implementation through the provision of monitoring & evaluation services. She is particularly renowned for her experience evaluating, researching, and implementing environmentally-focused projects in Jordan and throughout the MENA region. For example, she designed the MEL system for a donor-funded Hydroponics, Agriculture, and Employment Development

Project, and most recently served as an evaluator for the Shoman Foundation Innovation Award on the Food Technology and Agriculture Technology theme. In addition, she has led the environmental and regulatory components of projects funded by the World Bank, EU, JICA, GTZ, and GEF. Fluent in Arabic and English, Fadia holds an M.Sc. in Environmental Science & Technology from the Institute of Infrastructural, Hydraulic and Environmental Engineering in The Netherlands.

Tasks: Leading specific evaluation components as assigned by the Team Leader and providing support and guidance throughout the evaluation process; will contribute to the desk review; developing data collection tools; and conducting data collection. Leads the development of the training material for data collectors and the pilot testing of the tools. Will participate in each phase of the evaluation, including the desk review/inception, data collection, and drafting reports and preparation of the debriefing workshop. Fadia will also oversee all data collection in Tunisia.

Hussam Hawwa (Evaluation Specialist; Lebanon Manager)

An alumnus of American University of Beirut and Wageningen University in The Netherlands and a skilled project designer and technical/commercial manager, Hussam is an experienced project manager and evaluator in Lebanon's water sector. Hussam recently founded Difaf, a consultancy and design bureau specialized in solutions for water and environmental resources conservation and management, with a network of skilled professionals in Integrated Water Resources Management, WASH, Water Quality Analysis, Sustainable Development, Environmental Auditing, Wastewater Treatment & Reuse, Agro-ecology and Agricultural Engineering. Hussam has designed and established numerous wastewater monitoring units for water, WWTP, and SWM units in Lebanon and across the Middle East, including the Bekaa Water Establishment in Lebanon. Hussam is also known as a technical expert in the water sector, helping others to navigate complex legal and environmental zoning regulations. In fact, in partnership with StreG and GFA, Hussam drafted Technical Guidelines for Water Abstraction in Buffer Zones of Protected Areas, and led the mid-term evaluation of "Strengthening Lebanese Water and Agriculture Sector".

Tasks: Conducting the evaluation as assigned by the Team Leader and providing support and guidance throughout the evaluation process; will contribute to the desk review; developing data collection tools; and conducting data collection. Participates in training data collectors and pilot testing of tools. Will participate in each phase of the evaluation, including the desk review/inception, data collection, and drafting reports and preparation of the debriefing workshop. Hussam will also oversee all data collection in Lebanon.

Hazm Dahbour (Data Analyst and Quality Assurance Specialist)

Mr. Dahbour has 8 years of progressively responsible experience in quality assurance and data processing. Having held responsibility for logistics management of large-scale data collection activities, including impact evaluations for the EduApp4Syria apps in Azraq Refugee Camp, Mr. Dahbour specializes in quality management of large data sets and conducts data analysis through survey and data analysis software such as FLUID, SPSS, Minitab and Arena Simulation. Mr. Dahbour holds a Bachelor of Science in Industrial Engineering from the German-Jordanian University, and speaks Arabic and English.

Tasks: Creates and manages set-up of survey system; Ensures data quality through quality checks; Ensures adherence to timeline and quality standards; Verifies data entries and ensures irregularities are addressed; Conducts a sample of interviews conducted by each interviewer; Generates the final data visualizations.

INTEGRATED Enumerators and Data Collectors

INTEGRATED will recruit 4 experienced enumerators from among our pool of certified data collectors. Staff will be fluent in Arabic, familiar with local contexts, and will have acquired at least two years of experience in data collection. To ensure quality of data collection, enumerators with large scale data collection

experience among vulnerable groups will be given preference. The data collection team will be selected based on their past experience, availability and interest.

INTEGRATED Technical Backstop

INTEGRATED's in-house technical and administrative team will provide backstop support in study design, implementation, and reporting to ensure quality and consistency in deliverables to RSS & SIDA. The technical backstop will also conduct checks on the team's work plan and timeline and will provide oversight and an additional layer of quality assurance to ensure that the assignment activities meet RSS & SIDA purposes, especially in regard to statistical analysis.

Annex I – INTEGRATED Capabilities Statement & Prior Experience

INTEGRATED INTERNATIONAL

Integrated International (INTEGRATED) is a learning-specialized organization working to maximize the impact of development programs throughout the Middle East and North Africa (MENA) region. Formed in 2011, INTEGRATED has worked closely with development actors to navigate the evolving post-Arab Spring context to enable development investments to achieve long-term transformation, founded on applied learning practices, sustainability of interventions, and a deep understanding of local socio-political dynamics. Focusing on **Learning, Gender, and Innovation**, INTEGRATED seeks to *improve development outcomes by:*

- evaluating best practices, and measuring change,
- informing improved management of programming,
- building national strategies and monitoring their implementation,
- collaborating, learning and adapting for impact,
- building MEL capacity in the development sector;
- testing, adapting and scaling technologies to leapfrog traditional development approaches.

INTEGRATED is a woman-owned small business, comprised of a multi-national team of MEL specialists, subject matter experts and development practitioners, serving 13 countries in the MENA region. As a trusted partner of research institutions, universities, governments, multilateral and bilateral donors, NGOs, and private sector innovators, we advance innovative and effective development in MENA, *from insight to impact*.

CORE EXPERTISE

Evaluations and Research	MEL and CLA	Testing and Innovation	Scaling
<ul style="list-style-type: none">• Performance Evaluations• Gender Analyses• Theory-Based Evaluations• Impact Evaluations• Sector Assessments	<ul style="list-style-type: none">• MEL Platform Implementation• MEL Frameworks Development• Theory of Change Development and Validation• CLA Approaches for improved outcomes• Learning and Dissemination	<ul style="list-style-type: none">• Social Innovation Design• Randomised Control Trials• Government or Market-Based Scaling of Innovations• Experimental Design	
Innovative Partnerships	Strategy Development	Capacity Building	
<ul style="list-style-type: none">• Big Data Analytics through Telecoms• Graph Technology for Multi-source Data Consolidation• Sector Mapping and Network Analyses	<ul style="list-style-type: none">• National Strategy Development• MEL Frameworks for Strategy• National Action Plans for Strategy Implementation	<ul style="list-style-type: none">• Program Design• MEL Apprenticeship Program• Remote and In-country Workshops	

PROFESSIONAL AFFILIATIONS

- Institutional Business Member -**Jordan Strategy Forum**– an economic development think tank;
- Technical Committee Member -**King Abdullah Fund for Development– Demoqrati** – harnessing the potential of young people in Jordan to engage politically;
- Board Member and Social Innovation Lead -**Abdel Hamid Shoman Foundation** – dedicated to positively impacting communities by investing in cultural and social innovation;
- Official Research Partner -**All Children Reading – USAID Grand Challenge for Development** designed to improve literacy skills of early grade learners in developing countries;
- Member – **American Evaluation Association (AEA)**;

- Institutional Member – **Arab Network for Social Accountability** – a MENA region World Bank-initiated network for citizen engagement in governance and service delivery;
- Member/Provider under the **European Bank for Reconstruction and Development** Advisory for Small Businesses Program in Jordan.
- Institutional Member - **EVAL MENA** – Middle East North Africa region evaluators' association.

RECOGNITION

- Finalist, **Ernst & Young Entrepreneur of the Year 2017**- December 2017
- Presented Proven Mobile Technology Innovations for Early Grade Literacy at the **Gates Foundation Grand Challenges for Development** Annual Meeting 2017
- Presented Mobile Technology Gaming Approaches to Literacy for Out of School Syrians at **UNESCO Mobile Learning** Week – Paris, France – March 2018
- Presented Scaling of Proven Education Technological Approaches to Early Grade Learning at **CIES Conference** -San Francisco – April 2019.
- Showcased by the **USAID Learning Lab for the Apprenticeship Program** as an innovative and market-driven approach to capacity building of MEL.



Reference Projects

Monitoring and Evaluation

Projects	Description	Client
Long-Term Projects		
USAID / Iraq Project Monitoring & Evaluation Services (PMES)	INTEGRATED is currently serving as the major subcontractor to MSI on USAID/Iraq's PMES project, a 5-year project aimed at providing comprehensive MEL, mobilization, and procurement services to the USAID mission in Iraq. INTEGRATED will be providing support in the areas of research, monitoring & evaluation, collaboration, learning and adaption (CLA), and capacity building as needed.	MSI (2020 – 2025)
USAID Middle East/North Africa Monitoring, Evaluation, and Learning Services (MENA MELS)	INTEGRATED serves as the MENA partner to serve the USAID MENA-wide region Monitoring Evaluation and Learning Support (MELS) platform to all USAID missions in the MENA region, which focuses primarily on building capacity of USAID partners across MENA. Our programs of training, mentorship and capacity in MEL are enabling USAID local partners to instill both accountability and learning in program management processes. Work to date includes: <ul style="list-style-type: none"> MEL training and capacity building to USAID grantees across Iraq (training held in Erbil) 	MSI (2019-2020)
TAHAWVER Project	Partner tasked with providing data collection, analysis, and MEL capacity building to the British Council for the TAHAWVER project in Iraq and Jordan which aims to foster social cohesion through targeted and strategic dialogue among vulnerable youth.	British Council (2019-2020)
USAID Monitoring and Evaluation Support Project (MESP)	Partner tasked with provision of M&E technical and capacity building support to the USAID portfolio of projects. Provides support to USAID project evaluations, PMP review, training support. Work to date includes: <ul style="list-style-type: none"> Mid-term Evaluation of Water Management Initiatives (USAID WMI) Evaluation of USAID CEPPS Impact Evaluation of USAID CITIES Impact Evaluation of Reading and Math Program (USAID RAMP) Mid-term Evaluation of Community Engagement Project (USAID CEP) Evaluation of Jordan Loan Guarantee Facility (USAID JLGF) Mid-term Evaluation of Civic Initiatives Support (USAID CIS) Evaluation of Strengthening Health Outcomes Through the Private Sector (USAID SHOPS) Jordan Youth Sector Assessment Jordan Civil Society Sector Assessment Evaluation of Youth for the Future (USAID Y4F) Evaluation of Public Action Project (USAID PAP) Evaluation of Fiscal Reform Project (USAID FRPII) Evaluation of Learning Environment Technical Support (USAID LETS) 	MSI (2014-2018)
All Children Reading – Digital Arabic Literacy Library	Design and implementation of impact evaluation (quasi-experimental design) of early grade on-line levelled e-book platform to increase literacy gains of grade 2 students, piloted in 20 public schools in Jordan, to support proof of concept for scaling up, and joint project management with Little Thinking Minds.	USAID, World Vision, Australian Aid (2015-2017)
UNICEF Multi Media Education Materials and Teaching Aids for Syrian Children aged 4-12 in Jordan	Develop multi-media content, implement the training and use of the content, and monitor and evaluate its application all Makani centers in Jordan and 200 double shifting schools serving Syrian refugees in 2018. Prime and project management lead.	UNICEF (2018-2019)
USAID Civic Initiatives Support Project (CIS)	IDIQ contract holder providing comprehensive evaluation services to the USAID CIS portfolio. Work to date includes:	USAID CIS – FHI 360 (2016-18)

	<ul style="list-style-type: none"> • Social Empowerment Fund Impact Assessments: Performed programmatic impact assessments of nascent civil society organizations in Jordan to integrate into their strategic plans to increase overall impact of programming. <ul style="list-style-type: none"> • Impact Assessment of Qantara for Human Development • Impact Assessment of We Love Reading • Gender and Female Empowerment Portfolio Assessment: Assessed the programmatic impact and legacy of USAID interventions in strengthening civil society capacity for improved gender advocacy, equality and empowerment among grantees serving women and a rights-based agenda. Included four sub-tasks covering CIS' grants to the following institutions: <ul style="list-style-type: none"> • The Family Guidance and Awareness Center (FGAC) • Sisterhood is Global Institute (SIGI) • The Arab Women Legal Network (AWLN) • Five additional Joint Grants within the GEFE portfolio • Institutional Strengthening for Change Summative Evaluation: Conducted a three-staged summative evaluation of CIS' long-term flagship capacity building interventions targeting local Intermediary Support Organizations (ISOs: Noor Al-Hussein Foundation, Al-Thoria Studies Center, and Jordan River Foundation) and 128 nascent community-based organizations (CBOs). 	
Evaluations and Assessments		
Mid-Term Evaluation of Qararuna	INTEGRATED is conducting a mid-term evaluation of the fourth component of EU-JDID ("Support to Civil Society for Democratic Governance", or QARARUNA). INTEGRATED is evaluating the project's implementation and performance, identifying and analyzing the implementation specific challenges, assessing the planning framework, and offering recommendations for possible programmatic realignment.	EU / AECID (2020)
Urban Mobility Survey & Assessment	Since May of this year, we have been supporting research and collecting data on the socio-economic impacts of COVID-19 in Jordan with the EBRD and Orange, primarily focusing on labor market outcomes.	EBRD (2020)
Assessment and Research of the Barriers and Opportunities to Refugee Women Engaging in the Digital Economy in Jordan and Lebanon	Conduct a widespread evaluation and assessment (and general research) of the digital and gig economies in Jordan and Lebanon to determine the sectors' potential to increase women's economic empowerment - particularly for refugee women.	IFC (2020)
Final Evaluation - Qudra	Conduct a final evaluation of Module 4 of the jointly-funded QUDRA programme in Amman, Jordan	Qudra Programme (2019)
Microfinance Research	In partnership with MicroFund for Women (MfW), INTEGRATED is conducting a study to analyse 'positive deviants' among MFW's 145,000 client base. The study is designed to elucidate the common factors among women that are able to use a microfinance services to create a successful enterprise and how the factors could be scaled up and replicated amongst other women.	MicroFund for Women (2019-2020)
Exploring the Potential of Big Data and Development	With Orange Telecomm and Microfund for Women, INTEGRATED is exploring the potential of mining big data of the telecom provider capturing trends among the lowest quintile of the population for development learning.	Orange Jordan
EduApp4Syria winning Literacy Apps Evaluation	Randomized Control Trial-based Impact and Technical Evaluations of the two winning literacy apps emerging from the EduApp4Syria global competition. Testing among 900 Syrian children aged 5-10 in refugee camp settings.	DL4D and All Children Reading (2017)

Oxfam –Womanity B100Ragl MENA Series Evaluation and Theory of Change	End of project evaluation of animated series disseminated to MENA region on YouTube to tackle harmful gender norms and generate a discussion among young people in the region. Theory of Change and MEL Plan development for the next round of implementation.	Oxfam and Womanity Foundation (2017)
Oxfam Solid Waste Management EOP Evaluation	End of project evaluation assessing cash for work livelihood programming for solid waste management among Syrians and Jordanians in host communities (Mafraq) and Zaatari refugee camp.	Oxfam (2018)
USAID Women's Leadership as a Route to Greater Empowerment: Jordan Case Study	Lead Jordanian Specialist fielded, tasked with evaluating and assessing women's leadership as a route to greater empowerment within the Jordanian context.	MSI (2014)
International Organization for Migration – CRP Mid-term Review	Mid-term evaluation of Community Revitalization Program Phase V in Iraq, focusing on efficiency, impact, sustainability of programming.	IOM (2016)
International Organization for Migration –M&E Capacity Building Training	Capacity Building Training in M&E and Results-Based Management to Government of Iraq Officials and IOM M&E Teams.	IOM (2016)
US Middle East Partnership Initiative (D&G sector) Evaluation	Support to evaluation of MEPI regional evaluation through fielding of M&E specialists and note-takers to Tunisia, Algeria, Kuwait, Bahrain, Israel/Palestine and Lebanon.	Pillar Systems (2016)
US Middle East Partnership Initiative (Leaders Program) Evaluation	Support to evaluation of MEPI Leaders Program through fielding of Evaluation Specialists to Tunisia, Kuwait and Lebanon.	Pillar Systems (2016)
Queen Rania Award for Excellence in Education 10 year Evaluation	Evaluation of the impact/performance of the award on the teaching profession in Jordan after 10 years of implementation, aimed at informing strategic planning for the coming 10 years.	QREEA (2015)
LOYAC Darb Project Performance Evaluation	Evaluation of Darb", a national internship and employability program implemented in partnership with King Abdullah II Fund for Development (KAFD), assessing the impact and sustainability of Darb program, generating findings and recommendations for follow on programming, and the development of an M&E framework in line with the new LOYAC strategic plan.	LOYAC (2016-17)
Democracy Reporting International Mid-term Evaluation of the Local Democracy Consortium in Jordan: Facilitators for Change Project	Mid-term evaluation of Local Democracy Consortium in Jordan: Facilitators for Change Project, focusing on works structures, mechanisms, and performance to date to inform the next phase.	DRI (2015)
World Vision Azraq Refugee School Feeding Project Final Evaluation	End of Project Evaluation of the impact/performance of the project with respect to its effectiveness, sustainability and efficiency, based in the Azraq Refugee Camp, Jordan.	World Vision (2016)
World Vision NOUR (Energy, Water Conservation and Child Protection) Project Baseline	Start of project baseline conducted for the NOUR project to determine baseline status of households in Mafraq, Zarqa, Irbid and East Amman in preparation for 3 year project.	World Vision (2016)

Danish Refugee Council Mid-term Evaluation of Refugee Referral Program	Mid-term evaluation of the Refugee Referral Unit Project focusing on works structures, mechanisms, and beneficiary and partner perceptions, performance to date to inform the next phase.	DRC (2013-14)
Jordan Construction Contracts Survey	INTEGRATED conducted a survey of Jordan Construction sector workforce needs to assess labor-force gaps, demand for various types of labor to inform decision-making on vocational training needs in the construction sector. Completed the following tasks: <ul style="list-style-type: none"> • Participation in survey questionnaire development • Survey of 600 contractor companies • Data Collection, Entry and Analysis 	RTI (2014)
Syrian Women and Youth Refugee Response	Development of logical framework for refugee project focused on Syrian women and youth. Work included defining project overall objectives, determining appropriate indicators, determining sources of information for indicators and outlining assumptions and risks.	CARE Jordan (2013)
Iraqi Refugee Vulnerability Assessment	INTEGRATED conducted a survey of 60 Iraqi households to assess vulnerability of Iraqi refugees 10 years into exile. This assessment included an assessment of those most vulnerable refugees, inclusive of women and children, and a determination of their wellbeing and ongoing needs. Report was presented at CARE Iraqi Refugee Forum to refugee response community, inclusive of the following tasks: <ul style="list-style-type: none"> • Training of staff in conducting baseline survey and data analysis • Completion of survey and associated data analysis 	CARE(2013)
M&E Design, Framework Development and Implementation		
CLSP / Language for Resilience Program	Designed and developed a comprehensive, data-driven communications strategy for the British Council's Language For Resilience (L4R) strategic communications, data and information "Hub" - the CLSP platform.	British Council (2019-2020)
MEL Framework, Theory of Change, and Tools	Designed, developed, and tested Theory of Change and MEL Plan/Framework (along with a complete set of quantitative and qualitative data collection tools) for piloting, modification, and implementation in various schools in Lebanon and Jordan.	Seenaryo (2019-2020)
Data and Evidence for Education Programs (DEEP)	INTEGRATED is the MEL partner on USAID Data and Evidence for Education Programs (DEEP), working with the Ministry of Education and the Ministry of Youth to support data utilization and evidence-based decision making. INTEGRATED has conducted a needs assessment, examining the capacity and systems of MEL of the Ministry of Youth and the Ministry of Education, and developing a responsive capacity building plan. INTEGRATED is currently implementing the capacity building plans through on-the-job training, MEL systems development, and embedding of staff for capacity building support.	USAID
USAID Apprenticeship Program (USAID MESP)	Designed and developed curriculum for entry level 6 month M&E training program, aimed at fast-tracking M&E learning for USAID IPs. Coordinated training and implementation of Apprenticeship Program cycle 2016, covering the following modules: <ul style="list-style-type: none"> • Introduction to M&E and Project Cycle • Planning for and Management of M&E • Data Collection • Data Analysis 	USAID MESP (2016-18)
Oxfam –Womanity B100Ragl MENA Series Theory of Change and MEL Plan	Development and testing of Theory of Change and MEL Plan development for the next round of implementation.	Oxfam and Womanity Foundation (2017)
M&E Framework Development	Developed a comprehensive M&E Framework, associated PMP and data collection tools and database for LOYAC, synergizing M&E indicators, merging with strategic planning aspirations for measuring impact, and training LOYAC staff in M&E.	LOYAC (2016-17)

Refugee Program M&E Framework Development	<p>Developed a comprehensive M&E Framework, associated PMP and data collection tools and database for CARE-Jordan's Syrian and Iraqi Refugee Response Program, synergizing M&E indicators, functions and tools over 20 short-term projects within a single framework to measure both impact of these projects over time within the beneficiary populations, as well as develop an annual self-evaluation institutional framework based on best practices in humanitarian accountability. Completed the following tasks:</p> <ul style="list-style-type: none"> • Developed overall Program Evaluation Framework to assess desired impact and institutional accountability; • Developed a program-wide PMP to reflect and incorporate impact indicators, gender mainstreaming and disaggregation, national origins, geographic distribution and services accessed. • Developed M&E tools to feed into the PMP including refugee questionnaire, refugee feedback questionnaire, reporting templates. • Reviewed data entry mechanism to streamline processes and incorporate new fields to fit new indicators • Trained CARE field staff in data analysis and reporting 	CARE Jordan (2012-13) –
USAID CITIES (Municipal Governance) Activity solicitation	INTEGRATED developed an Activity Monitoring, Evaluation and Learning Plan (AMEP) for the CITIES solicitation.	TetraTech (2016)
USAID Fiscal Reform and Public Finance Activity solicitation	INTEGRATED developed an Activity Monitoring and Evaluation Plan (AMEP) for the FRPFM solicitation.	Pragma Corporation (2016)
USAID Water Conservation Activity solicitation	INTEGRATED developed an Activity Monitoring and Evaluation Plan (AMEP) for the Water Conservation Activity solicitation.	World Vision (2015)
USAID BEST (tourism activity) solicitation	INTEGRATED developed an Activity Monitoring and Evaluation Plan (AMEP) for the BEST solicitation.	Engility-IRG (2014)
USAID Sustainable Cultural Heritage Through Engagement of Local Communities Project	Partner tasked with technical support to project management, leading monitoring and evaluation for the creation of an evidence-based best practice model.	ACOR (2014-2015)
USAID Community-based Initiatives for Water Demand Management II (extension)	<p>INTEGRATED conducted a review of existing CBIWDM I - PMP for incorporation of:</p> <ul style="list-style-type: none"> • Impact indicators • Gender mainstreaming and disaggregation • Development/revision of associated data collection tools 	Mercy Corps (2013)
MCC Water Smart Homes	Development of a preliminary monitoring and evaluation plan for water usage and communication outreach project. Developed the logframe, indicators, workplan, as part of overall program design.	IRD (2013)
M&E Capacity Building and Training	Design, development and presentation of tailored M&E training to M&E and Program Development Department of a leading national NGO.	Jordan River Foundation (2011-12)
Results Oriented Monitoring and Assessment Plan for women entrepreneurs	Designed and developed a Results-Oriented Monitoring and Assessment plan for a civil society advocacy program focused on women entrepreneurs	Micro-Fund for Women (2013)
Results Oriented Monitoring and Evaluation Plan for microfinance sector	Designed and developed a Results-Oriented Monitoring and Assessment plan for civil society advocacy program focused on the Jordanian Micro Finance Sector	Micro-Fund for Women (2013)

LogFrame Development for Violence in Jordanian Universities	Development of a logical framework for a civil society project focused on mitigating violence in Jordanian universities. Work included defining project overall objectives, determining appropriate indicators, determining sources of information for indicators and outlining assumptions and risks.	The Mercator Fund (2012)
PMP development for vocational training	Program design and development of a PMP for a vocational training program for a local NGO	Al Aman Fund for the Future of Orphans (2012)
PMP development for vocational training in automobiles	Program design and development of a PMP for a vocational training program for a local NGO	Theodor Schneller School for Vocational Training (2012)
Results Oriented Monitoring Assessment development	Program design and development of a project to build advocacy capacity within the local philanthropic sector and create dialogue between the philanthropic sector and local CSOs. Program design included the development of a ROMA with identified impact indicators.	The Mercator Fund (2012)

Gender

Projects	Description	Client
Jordan National Women's Strategy	In partnership with the Jordan National Commission for Women (JNCW) and UN Women, INTEGRATED is developing the 2020-2025 National Women's Strategy for Jordan, through a review of the previous strategy, mapping against national strategies and reform commitments, and working with line Ministries and local organizations through a consultative approach to strategy development and action planning. INTEGRATED is also developing a MEL framework against which to measure performance.	UN Women
USAID Women's Leadership as a Route to Greater Empowerment: Jordan Case Study	INTEGRATED fielded a Lead Jordanian Specialist tasked with evaluating and assessing women's leadership as a route to greater empowerment within the Jordanian context.	MSI (2014)
USAID Fiscal Reform and Public Finance Activity solicitation	INTEGRATED designed and composed a gender strategy corresponding to the Activity components and country context, focusing on gender responsive budgeting.	Praigma Corporation (2016)
USAID Tourism Activity Gender Strategy solicitation	INTEGRATED designed and composed a gender strategy corresponding to the Activity components and country context, focusing on ways to increase female labor force participation in the tourism sector.	Engility IRG (2014)
Development and design of "Social Accountability for Women's Advocacy" project for NORAD	INTEGRATED designed a cohesive 5 country regional program to build coalitions for collective action based on existing networks, alliances and movements already engaged in advocacy for gender equality, many of which are already partnered with CARE Jordan, Egypt, Yemen, Morocco and Palestine. The project will <ul style="list-style-type: none"> bridge the divide between the more established and elite feminist groups in rural areas; 	CARE MENA (Jordan, Yemen, Egypt, Palestine, Morocco)

	<ul style="list-style-type: none"> • design country relevant social/gender accountability tools that enable grassroots groups to measure local government gender performance; • commence local, national and regional dialogue with gender accountability results as basis for discussion and advocacy; • build capacity for advocacy and collective action with individuals and informal groups, leaders and movements emerging from the Arab Spring, with gender accountability as a base. 	(2013)
Development and design of "Advancing Women's Equality in Labor in Jordan" project for CIDA	<p>INTEGRATED developed a project design and proposal that aims to increase women's participation in Jordan's national economic growth by</p> <ul style="list-style-type: none"> • providing gender equality technical support to decision-making related to the implementation of the National Employment Strategy • enabling women, particularly those in rural areas, to access economic opportunities and increase decision-making power within cooperatives, SMEs and CBOs; • increasing the ability of women to access economic opportunities • building market relevant skills and employment and entrepreneurship linkages to propel women into the labor force. 	CARE, Mercy Corps, BPWA, Dajani Consulting (2011)
Feasibility Study and Sustainability Design for Establishment of Nursery and Kindergartens for MfW Clients	<p>In order to enable women to allocate more time to their businesses and participation in the workforce, INTEGRATED conducted a feasibility assessment of nurseries and KGs for Microfund for Women clients.</p> <ul style="list-style-type: none"> • Conducted market demand study through survey of MfW clients in key MfW branch areas across Jordan • Studied the economic feasibility of establishment of nurseries and kindergartens for MfW clients • Designed a self-sustaining model for rollout of MfW nurseries/KGs to 18 branches • Studied the legal ramifications/registration requirements of nursery and KG establishment with MoE. 	Microfund for Women (2011)
Water Smart Homes (MCC)	<p>INTEGRATED designed and developed a community outreach and communication strategy for water smart homes that built a uniquely integrated approach to water infrastructure improvements directly linked to water use behavior change based on proven and targeted community-based models of outreach and communication. As women do the main share of water-related work and management, yet may not have a voice in household infrastructure decisions, INTEGRATED designed an outreach and communication strategy to empower women to take an active role and voice in household infrastructure decisions by:</p> <ul style="list-style-type: none"> • Fielding a Women's Outreach Team of neighborhood extension workers to showcase water behaviors that pertain to improved water health and hygiene behaviors within their homes; • building awareness of the impact of water infrastructure maintenance and cleanliness on water quality in the home, • building awareness of sanitary waste water disposal, and behaviors such as proper water storage that improve water quality in the home, • showcasing simple water infrastructure improvements that can be undertaken by women. 	IRD, Mercy Corps (2013)
"Institutionalizing Jordanian Community Based Model of GBV Response" for UNIFEM	<p>INTEGRATED designed a project to engage with women victims of violence, perpetrators of violence, disadvantaged communities in East Amman to break the cycle of violence, through the application of a proven holistic, community-based and culturally-sensitive model of VAW intervention and prevention, by:</p> <ul style="list-style-type: none"> • Providing psychosocial services, legal referral services, and economic empowerment programs as a holistic approach to intervention for victims of domestic violence in Eastern Amman. • Raising awareness of domestic violence through prevention work with the local community building a zero tolerance policy in close collaboration with community leaders, religious leaders, men, women, perpetrators of violence, and victims of violence. • Developing a Jordanian GBV prevention community of practice through dissemination of successes, methodologies, practices and code of conduct through the Network of Professionals. 	Jordan River Foundation (2012)

Development and Design of “Social System Protection Strengthening” to reduce incidence of domestic violence in Jordan (USAID unsolicited)	<p>INTEGRATED developed and designed a project to</p> <ul style="list-style-type: none"> • pilot a social protection system strengthening program focusing on replicating JRF’s Queen Rania Family and Child Center (QR FCC) within four MoSD care centers, focusing on mother and child • address gaps in social workforce development, • build advocacy skills for domestic violence and GBV, • enhance application of domestic violence monitoring systems within MoSD. 	Jordan River Foundation (2011)
“Improving Child Protection Through The Use of Evidence Based Planning” for EU	<p>INTEGRATED designed and developed a project to expand the capacity of the 110 FC Helpline, the nation’s primary first responder and largest repository of primary source on domestic violence and child protection data, to both increase its geographical and operational coverage, as well as expand its capacity for collection, monitoring, analysis and dissemination of primary source child protection data, through the:</p> <ul style="list-style-type: none"> • Development of a national system for the collection of primary source data on child protection • Systematization of the analysis, reporting and dissemination of child protection data • Enhancement of child participation in the decision-making process for the promotion and protection of child rights. • Integration of primary source data analysis and results into ongoing child protection programming and advocacy 	Jordan River Foundation (2013)
“Strengthening Financial Inclusion Through Stakeholder Dialogue” for MEPI	<p>INTEGRATED worked closely with Tanmeyah (Jordan Microfinance Association) and Microfund for Women to develop a program to support the creation of an enabling policy and regulatory environment for innovative financial inclusion – defined as improving access to an array of financial services for economically active poor and low-income Jordanians in a safe and prudent manner. Specifically, the creation of sound policy, legal and regulatory framework that supports a continuum of service providers offering financial services on a sustainable basis is expected to</p> <ul style="list-style-type: none"> • positively impact entrepreneurship among the economically active poor and low income people in Jordan; and • contribute to the further empower of women in Jordan. 	Microfund for Women, Tanmeyah

WEE Pros GmbH Prior Experience

Project References under Institutional Development & Strategic Partnerships Sector

Ref. No: I	Project / Assignment name: Vocational Training and Skill Enhancement for Jordanians and Syrian Refugees in the Water Sector (VTW) Jordan	
Country: Jordan Location within country: Amman, Irbid, Mafrq		Approx. value of the contract (in Euro): EUR 395,000
Name of Client: Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH		Duration of assignment (months): 22 months
Address of Client: Dag-Hammarskjöld-Weg 1 -5 65760 Eschborn Germany		Total N° of staff-months of the assignment: 4 Staff-months: 10 man-months
Start date (month/year): 2/2018 Completion date (month/year): 12/2019		Approx. value of the services provided by your firm under the contract (in Euro): EUR 150,000
Name of associated Consultants, if any: N/A		N° of professional staff-months provided by associated Consultants: N/A
Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader): <ul style="list-style-type: none"> • Dr. Mustafa Nasereddin (Team Leader) • Ms. Sabine Silber (International Short-Term Expert) • Mr. Ahmad Al Omari (National Short-Term Expert) • Dr. Sameer Barhoumeh (National Short-Term Expert) 		
Narrative description of Project: The project works together with a water utility to develop a strategy for female water wise plumbers to forge greater organisational ties between trained sanitation professionals and the water sector and to implement the sector strategy to enhance water efficiency in a more targeted manner. These female plumbers are better recognised as service providers within their communities and their training is upgraded through the role that they are given as water efficiency advisors. A subsidised programme for sanitation professionals to install water- saving technologies is being piloted in selected communities as a direct contribution to minimising water loss and leveraging their trade skills. The following activities are to be implemented within the project: <ul style="list-style-type: none"> • advice for cooperatives on developing and implementing business plans • implementation of water-saving and water loss-reducing services and products by sanitation professionals • provision of business start-up services for micro and small sanitation enterprises • identification of specific employment opportunities in public and private institutions for female sanitation services providers (e.g. schools for girls, universities and clinics) • development and piloting of a strategy for water wise plumbers • initiation and support for a network of sanitation service providers 		

Description of actual services provided by your staff within the assignment:

Institutional Strengthening of WWPC

- Advice for cooperatives on developing and implementing business plans and deliver training courses on BD and business start ups
- Development and piloting of a strategy for water wise plumber's cooperative (WWPC)
- Provision of business start-up services for micro and small sanitation enterprises

Employment Promotion for WWPC

- Conduct market study for potential employment opportunities for WWPC
- Identification of specific employment opportunities in public and private institutions for female sanitation services providers (e.g. schools for girls, universities and clinics)
- Create linkages and partnerships with the private sector and public organizations

Expand WWPC services and network

- Create a new WWPC branch reaching to 3 registered active WWPCs
- Initiation and support for a network of sanitation service providers
- Implementation of water-saving and water loss-reducing services and products by sanitation professionals (based on the inception phase outcomes and available budget, we can design water saving devices retrofitting campaign to be conducted by WWPC branches).

Ref. No: 2	Project / Assignment name: Support in Human Capacity Development for the Palestinian Water Sector	
Country: Palestine Location within country: West Bank		Approx. value of the contract (in Euro): 92.000 €
Name of Client: International Office for Water (IOW)		Duration of assignment (months): 12
Address of Client: 21, rue de Madrid, 75008 PARIS – France		Total N° of staff-months of the assignment: 0.5
Start date (month/year): 03/2016 Completion date (month/year): 03/2017		Approx. value of the services provided by your firm under the contract (in Euro): 92.000 €
Name of associated Consultants, if any: /		N° of professional staff-months provided by associated Consultants:
Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader): 1. Mohammed Shafey: Trainer for Non-Revenue Water Management 2. Feras Al Wadi: Trainer for Water Loss Reduction 3. Yaser Al Hanaqta: Trainer for Wastewater Management Systems 4. Mohammed Obidallah: Steering Officer		
Narrative description of Project: Through fund of GIZ Water Programme Palestine (WPP) supporting the Human Capacity Building Development aiming to improve the capacities of the Palestinian water sector institutions with regard to planning, steering and regulation of water supply and wastewater management services.		
Description of actual services provided by your staff within the assignment: <ul style="list-style-type: none"> Assist the Team Leader in the execution of his tasks: <ul style="list-style-type: none"> Management of technical, financial and administrative aspects of the project Communication with the client (GIZ) and the Beneficiary institutions Coordination of all the experts involved in the project With the assistance of the secretary/accountant, plan, prepare/promote, organize and coordinate the execution of all Training Measures to be implemented during the project (workshops, seminars, study tours, training events); this will include the preparation of TORs for each Training Measure and TORs for related short-term experts/trainers. Assure quality of the Training Measures and contribute to the preparation of project reports and other projects outputs Deliver training on benchmarking and performance monitoring Deliver training on NRW Deliver training on certification of water staff 		

Ref. No: 3	Project / Assignment name: Non-Revenue Water Management (Basic Level) Training Course (2 courses)	
Country: Palestine Location within country: Ramallah		Approx. value of the contract (in Euro): 3.500 €
Name of Client: International Office for Water (IOW)		Duration of assignment (months): 0.3
Address of Client: 21, rue de Madrid, 75008 PARIS – France		Total N° of staff-months of the assignment: 0.5
Start date (month/year): 14/12//2016 Completion date (month/year): 23/12/2016		Approx. value of the services provided by your firm under the contract (in Euro): 3.500 €
Name of associated Consultants, if any: /		N° of professional staff-months provided by associated Consultants: /
Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader): I. Eng. Firas Al Wadi, Trainer		
Narrative description of Project: Within this framework, WEE Pros has to provide expertise for the implementation of training sessions. For two trainings related to Non-Revenue Water. This training course aims at enabling the participants to be familiar with the concepts and approaches of non-revenue water management and reduction approaches of water service providers, to enhance the financial and environmental sustainability. Also, this course aims at improving the planning and design of the water systems strategies and at reducing the complaint response time.		
Description of actual services provided by your staff within the assignment: Improve the capacities of the Palestinian water sector institutions with regard to planning, steering and regulation of water supply and wastewater management services. <ul style="list-style-type: none"> • Preparation of training material • Deliver of 2 Training Sessions on NRW management for water distribution operators from Palestine • Submit evaluation results and training report • Management of logistics arrangement 		

Ref. No: 4	Project / Assignment name: Operation and Maintenance of Sewage Networks Training Course	
Country: Jordan Location within country: Aqaba		Approx. value of the contract (in Euro): 13.059 €
Name of Client: International Office for Water (IOW)		Duration of assignment (months): 0.4
Address of Client: 21, rue de Madrid, 75008 PARIS – France		Total N° of staff-months of the assignment: 0.4
Start date (month/year): 05/05//2016 Completion date (month/year): 13/05/2016		Approx. value of the services provided by your firm under the contract (in Euro): 13.059 €
Name of associated Consultants, if any: /		N° of professional staff-months provided by associated Consultants: /
Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader): 1. Eng. Yasser Al Hanaqta, Trainer 2. Mr. Anas Farraj, Technical Coordinator 3. Mr. Mohammed Obidallah: Project Manager		
Narrative description of Project: The project aimed at training of elected staff from these villages on Operation and Maintenance of Sewage Systems to improve their skills in this field German Government is financing through KfW the implementation of the wastewater collection networks in villages west of Nablus which will be connected to Nablus West WWTP. GIZ is supporting the capacity building of these villages to implement the house connection bylaw. The villages are Zawata, BeitEba, BeitWazan, Qousin and DeirSharaf. The project aimed at training of elected staff from these villages on Operation and Maintenance of Sewage Systems to improve their skills in this field		
Description of actual services provided by your staff within the assignment: <ul style="list-style-type: none"> • Preparation of training material • Deliver of 4 days practical and theoretical training sessions for 12 participants from the five villages • Management of logistics arrangement 		

Ref. No: 5	Project / Assignment name: Organizing Technical Study Tour on Water & Sludge Reuse Management in Oman	
Country: Palestine & Oman Location within country: Muscat		Approx. value of the contract (in Euro): 16.000 €
Name of Client: International Office for Water (IOW)		Duration of assignment (months): 0.5
Address of Client: 21, rue de Madrid, 75008 PARIS – France		Total N° of staff-months of the assignment: 1.0
Start date (month/year): 11/12/2016 Completion date (month/year): 21/12/2016		Approx. value of the services provided by your firm under the contract (in Euro): 16.000 €
Name of associated Consultants, if any: /		N° of professional staff-months provided by associated Consultants: /
Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader): 1. Mohammed Obidallah: Technical Expert 2. Ahmed Aldrandaly: Coordinator		
Narrative description of Project: The main objective of the assignment was to organize Technical Study Tour on Water & Sludge Reuse Management. International Office of Water (IOW) herewith agreed to contract WEE Pros GmbH to organize and conduct a technical study tour to Sultanate of Oman upon the topic “Water & Sludge Reuse Management” hereinafter called “The Study Tour”. The Study Tour forms part of a Human Capacity Building Project for Palestinian Water Service Providers funded by the GIZ Water Programme in Palestine, and implemented by the consortium ICON, IOW and GCT, with IOW as its implementing partner.		
Description of actual services provided by your staff within the assignment: <ul style="list-style-type: none"> • All logistic arrangement in Oman related to the Study Tour • Technical session on Water& Sludge Reuse • Site Visits to Reuse sites in Oman • A short report on the study tour and especially lessons learnt by participants 		

Ref. No: 6	Project / Assignment name: Building community resilience through sustainable WASH interventions in Syria O & M Technical Training for water Pumping Stations in Southern Syria	
Country: Jordan & Syria Location within country: Amman & Bushra Al Sham and Jizeh (Remotely)		Approx. value of the contract (in Euro): 4,365 EUR
Name of Client: Agency for Technical Cooperation & Development Est (ACTED)		Duration of assignment (months): 0.5 Months
Address of Client: 25,Ahmad Shawqi street, Jabal Allweibdeh, Amman Jordan		Total N° of staff-months of the assignment: 1 Staff-months
Start date (month/year): August/2017 Completion date (month/year): August/2017		Approx. value of the services provided by your firm under the contract (in Euro): 4,365 EUR
Name of associated Consultants, if any: N/A		N° of professional staff-months provided by associated Consultants: N/A
Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader): I. Yasser Al Hanaqteh: O&M Trainer		
<p>Narrative description of Project:</p> <p>The training will target the selected sites' operators and technicians in order to increase their knowledge on how to operate and maintain water pumping stations, with a particular focus on Operation & Maintenance of:</p> <ol style="list-style-type: none"> 1. Chlorination system, 2. Leakage inspection, 3. Troubleshooting, 4. Overcoming common daily problems (regular preventive O&M), 5. Any relevant health and safety measures. <p>Trained and qualified operators with improved skills on operating and maintaining water pumping stations. By the end of the training the trainees will be expected to identify and tackle most common technical problems in water pumping stations</p>		
<p>Description of actual services provided by your staff within the assignment:</p> <ul style="list-style-type: none"> ➤ Preparation of training curricula ➤ Delivery of training sessions ➤ Preparation of final reports including exam results and training evaluation 		

Ref. No: 7	Project / Assignment name: Developing a Utility Management Training Program Curricula Framework for the Water Supply and Wastewater Utility Managers in the Danube Region- Water Supply and Sewerage Association of Albania (SHUKALB)	
Country: Albania Location within country: Tirana		Approx. value of the contract (in Euro): 4,492 €
Name of Client: JJC Advisory Services sàrl		Duration of assignment (months): 4
Address of Client:		Total N° of staff-months of the assignment: 0.2
Start date (month/year): 03/2017 Completion date (month/year): 02/2018		Approx. value of the services provided by your firm under the contract (in Euro): 4,492 €
Name of associated Consultants, if any: /		N° of professional staff-months provided by associated Consultants: /
Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader): I. Mustafa Nasereddin: Water utility expert		
Narrative description of Project: Development a Training Program Curricula Framework for the General Director and the Commercial Director of a water supply and wastewater utility, which could also become test-based certifiable positions. The Project's target group is clearly beyond Albania, benefiting utility management in all of the countries of the Danube Region. The specific objective of the Project is to implement the Development of the Training Program Curricula, and to define the most effective delivery method, across the region, for the Training		
Description of actual services provided by your staff within the assignment: ➤ Providing technical support for the development of the training curricula		

Ref. No: 8	Project / Assignment name: Sub Consultancy Agreement: Jordan / Promotion of training to improve efficiency in water and energy sector II in Jordan (TWEED) – GIZ Funded Project	
Country: Jordan Location within country: Amman		Approx. value of the contract (in Euro): 7,000 €
Name of Client: Dorsch International Consultants GmbH		Duration of assignment (months): 2
Address of Client: Landsberger Str. 368, 80687 Munich, Germany		Total N° of staff-months of the assignment: 0.6
Start date (month/year): 07/2017 Completion date (month/year): 09/2017		Approx. value of the services provided by your firm under the contract (in Euro): 7,000 €
Name of associated Consultants, if any: N/A		N° of professional staff-months provided by associated Consultants: N/A
Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader): I. Feras Matar: Training Expert		
Narrative description of Project: Conduct (I) Training Needs Analysis (TNA) for the occupation of the wastewater treatment operator/ technician, (I) TNA for renewable energies (PV Plants) occupation and (I) TNA for Domestic Electrical installation. The project provides the member companies of the implementation partner Jordanian Construction Contractors Association (JCCA) and of the Sector Skills Committee (SSC) with short term trainings for their employees in the fields of WEE. The purpose of the short-term training will be as refreshment training courses for the current employees to support them to obtain license from center of accreditation and quality assurance (CAQA) by passing the practical and theoretical tests conducted by CAQA.		
Description of actual services provided by your staff within the assignment: <ul style="list-style-type: none"> ➤ Conduct interviews with the member companies of SSC and JCCA and with their employees participating in the training in order to identify the skills need in the field of waste water treatment, renewable energies and electricity and anticipate future training needs ➤ Conduct focus group with selected member companies of SSC and JCCA and with their employees participating in the training in order to identify and agreed on the priority skills need in the field of waste water treatment, renewable energies and electricity and anticipate future training needs ➤ Identify relevant practice-oriented elements in the field of wastewater treatment, renewable energies and electricity: collect information on how to execute practice-oriented exercises for the identification of competencies and the development of real, working-process related learning situation. ➤ Suggest short training program on the basis of the needs (minimum 25 hours) and propose a collection of training materials that can be used or adapted for the short training program ➤ Make practice-oriented recommendations for meeting the training needs (for renewable energies considering the content of existing training programs) 		

Ref. No: 9	Project / Assignment name: Haya Technical Water Training Program 2017	
Country: Oman Location within country: Muscat	Approx. value of the contract (in Euro): EUR N/A	
Name of Client: Haya Water Company	Duration of assignment (months): 5	
Address of Client: P.O.BOX 1047, P.C133 Al Khuwair, Muscat, Sultanate of Oman	Total N° of staff-months of the assignment: Staff-months 2	
Start date (month/year): August, 2017 Completion date (month/year): December, 2017	Approx. value of the services provided by your firm under the contract (in Euro): EUR 9,900	
Name of associated Consultants, if any: AZD Engineering Consultancy (Lead Partner)	N° of professional staff-months provided by associated Consultants: N/A	
Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader): 1. Yasser Al Hanaqteh (Trainer) 2. Mohammad Al Habahbeh (Trainer) 3. Feras Matar (Training Manager)		
Narrative description of Project: The main objective of the project is to enhance the capacities of the technical staff of Haya Water Company through series of specialized and professional training programs. The delivered training programs were: <ol style="list-style-type: none"> 1- Technical Skills compatible with work tasks 2- Advanced repairing & maintenance of sewer network (Monitoring, reporting and maintenance of Sewer & TE network) 3- Maintenance and Troubleshooting of Waste Water Treatment Plants & Pump Stations (Mechanical & Electrical). 4- 4. Test, Analysis and Reporting required to Diagnose and Optimized the Performance in Membrane Bio-Reactors, MBR System and Sequencing Batch Reactor, SBR Systems. (Kubota/GE-Zenon/ITT-SBR) 		
Description of actual services provided by your staff within the assignment: The consultant performed the following activities: <ol style="list-style-type: none"> 1. Design and prepare training curricula 2. Deliver the training programs 		

Ref. No: 10	Project / Assignment name: GIS Training for Syrian counterparts related to water management	
Country: Turkey Location within country: Gaziantep		Approx. value of the contract (in Euro): 11,440 EUR
Name of Client: Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH		Duration of assignment (months): 0.5
Address of Client: Postfach 5180 65726 Eschborn, Deutschland		Total N° of staff-months of the assignment: Staff-months 2
Start date (month/year): 10/2017 Completion date (month/year): 12/2017		Approx. value of the services provided by your firm under the contract (in Euro): 11,440 EUR
Name of associated Consultants, if any: N/A		N° of professional staff-months provided by associated Consultants: N/A
Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader): 1. Mohammed Al Sakran (Trainer) 2. Feras Matar (Trainer)		
<p>Narrative description of Project:</p> <p>The firm of consultants is required to prepare and conduct a 6-day training course concerning the use of geographic information system (GIS) for engineers and technicians from Syrian water service providers, and WASH cluster members. Number of trainees is up to 16, all of them with engineering background good IT skills and basic knowledge of GIS. The training course should be conducted by two experts (trainer and assistant) and to be designed to meet the special needs of the water service providers in Syria.</p> <p>A course layout shall be prepared in order to introduce attendees to the geographic information system (GIS) and its integration in the business department in water utility mainly for network and facility documentation, damage assessment, operations and maintenance, subscriber's affairs and design and to develop and strengthen their GIS skills. The training course should be designed to meet the special needs of the water service providers in Syria.</p>		
<p>Description of actual services provided by your staff within the assignment:</p> <ul style="list-style-type: none"> • Training plan with curricula and training material. • Deliver 6 days training • Pre- and post-training assessment. • Evaluation of the training course. • Narrative final report including lessons learnt and outputs produced during the training. 		

Ref. No: II	Project / Assignment name: Short-Term Consultancy Conceptual Preparation and Implementation of the Project Final Event „GAMP – Achievements and the Way Forwards“	
Country: Germany Location within country: Berlin		Approx. value of the contract (in Euro): 19,980 EUR
Name of Client: Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH		Duration of assignment (months): 6 Months
Address of Client: Room ED 21038 Dag-Hammarskjöld-Weg 1 -5 65760 Eschborn Germany		Total N° of staff-months of the assignment: 3 Staff-months
Start date (month/year): June/2017 Completion date (month/year): December/2017		Approx. value of the services provided by your firm under the contract (in Euro): 19,980 EUR
Name of associated Consultants, if any: N/A		N° of professional staff-months provided by associated Consultants: N/A
Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader): <ul style="list-style-type: none"> • Mustafa Nasereddin: Project Manager • Feras Matar: Technical Expert • Claudia Iberle: Event Expert 		
Narrative description of Project: In the framework of the Project “Bi-Cultural Regional Postgraduate Programmes in the Focal Areas“ („German-Arab Master’s Programmes / GAMP“), the German Federal Ministry for Economic Cooperation and Development (BMZ) supports the implementation as well as content-related and strategic assistance (w.r.t. quality assurance and sustainability) of German-Arab Master’s Programmes in the focal areas of development cooperation between the Federal Republic of Germany and the Middle East/North Africa Region (MENA) – water, economic development, renewable energy and energy efficiency, education, and urban development. The Project started in 2006 with the implementation of the first Master’s programme (Integrated Water Resources Management) and will end on December 31, 2017.		
Description of actual services provided by your staff within the assignment: <ul style="list-style-type: none"> ➤ Preparation and organization of the Project Final Event on November 3, 2017 ➤ Design of a concept for the second day event, working title: “GAMP – Achievements and the way forward” ➤ Identification and selection of the participants (approx. 100, approx. 60 of them GAMP alumni) in close liaison with the study programmes, DAAD and GIZ ➤ Communication (coordination, preparation) with the selected participants in close liaison with the study programmes, DAAD and GIZ ➤ Identification and selection of relevant themes and contributions (particularly from GAMP alumni) ➤ Preparation of the agenda complemented with all necessary content-related and methodological explanations (e.g. concept note, CVs, abstracts) ➤ Preparation of relevant materials (e.g. folder, poster) ➤ Selection of and communication with speakers 		

- Coordination with the main moderator (contracted by DAAD)
- Preparation of a meaningful documentation on the event (in English)

Ref. No: 12	Project / Assignment name: Advanced Non- Revenue Water Reduction and Management Training Course	
Country: Malaysia Location within country: Kuala Lumpur		Approx. value of the contract (in Euro): 1,645 EUR
Name of Client: PETROL Sdn Bhd (PETROL)		Duration of assignment (months): 0.1
Address of Client: NO 3-2, Floor 1, Jalan PJU 8/3b, BANDAR DAMANSARA PERDANA, 47820 Petaling Jaya, Selangor Darul Ehsan, Malaysia		Total N° of staff-months of the assignment: Staff-months 1
Start date (month/year): 10/2017 Completion date (month/year): 11/2017		Approx. value of the services provided by your firm under the contract (in Euro): 1,645 EUR
Name of associated Consultants, if any: N/A		N° of professional staff-months provided by associated Consultants: N/A
Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader): Mohammed Al Shafei (Trainer)		
<p>Narrative description of Project:</p> <p>The 3 days advanced course aims at enhancing the participant's technical and managerial skills for improving their operational knowledge in order to enhance the financial and environmental sustainability of the water utility.</p> <p>This training course aims at familiarizing the participants with the main causes of the physical and commercial/ administrative water losses in the water utilities. It is also designed to provide technical solutions and possible opportunities to overcome the water losses particularly the administrative water losses in the billing and collection region and in the water systems. Adding to that, the participants will be trained on the International Water Association (IWA) concept for non-revenue water (NRW) management, establishment of DMAs, calculation of minimum night flow and water balance.</p>		
<p>Description of actual services provided by your staff within the assignment:</p> <ul style="list-style-type: none"> • Develop and Prepare Training Material. • Deliver 3 days training 		

Ref. No: 13	Project / Assignment name: AutoCAD 2D and 3D Training Program for Haya 2019	
Country: Oman Location within country: Muscat		Approx. value of the contract (in Euro): EUR N/A
Name of Client: Haya Water Company		Duration of assignment (months): 1
Address of Client: P.O.BOX 1047, P.C133 Al Khuwair, Muscat, Sultanate of Oman		Total N° of staff-months of the assignment: Staff-months 2
Start date (month/year): October, 2019 Completion date (month/year): October, 2019		Approx. value of the services provided by your firm under the contract (in Euro): EUR 5,500
Name of associated Consultants, if any: AZD Engineering Consultancy (Lead Partner)		N° of professional staff-months provided by associated Consultants: N/A
Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader): 1. Tariq Dardasawi (Trainer) 2. Anas Farraj (Training Manager)		
Narrative description of Project: The 3 days advanced course aims at enhancing the participant's technical and managerial skills for improving their operational knowledge in order to enhance their technical skills using AutoCAD 2D and #d software. This training course aims at providing the participants with the Basic and Intermediate knowledge of Auto cad Program, Drawing & Design.		
Description of actual services provided by your staff within the assignment: The consultant performed the following activities: 1. Design and prepare training curricula 2. Deliver the training program		

Project References within Water Supply and Sanitation Sector

Ref. No: I	Project / Assignment name: Consultancy Services for Decentralized Wastewater Treatment Plants (DWWTP) Introduction, Data Collection & Design	
Country: Turkey & Syria Location within country: Gaziantep & Aleppo		Approx. value of the contract (in Euro): EUR 29,558
Name of Client: Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH		Duration of assignment (months): 5 Months
Address of Client: Dag-Hammarskjöld-Weg 1 – 5 65760 Eschborn Federal Republic of Germany		Total N° of staff-months of the assignment: Staff-months 44 man-days
Start date (month/year): May/2019 Completion date (month/year): October/2019		Approx. value of the services provided by your firm under the contract (in Euro): EUR 29,558
Name of associated Consultants, if any: N/A		N° of professional staff-months provided by associated Consultants:
Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader): <ul style="list-style-type: none"> • Dr. Maha Halalsheh • Eng. Feras Matar • Mr. Anas Farraj 		
Narrative description of Project: The purpose of this consultancy services is to explore possible improvements to existing sanitation systems and improvements of integrated water management and food security in areas affected by conflict through applying the decentralized low-cost wastewater treatment systems and possible use of treated wastewater for the irrigation through building partners capacities in this field through training courses, The consultant is required to prepare and conduct two training courses of 6 days each in Gaziantep (Turkey) about design of decentralized wastewater treatment technologies and facilities.		
Description of actual services provided by your staff within the assignment: <ul style="list-style-type: none"> • Preparation material and handouts for two training programs • Follow up and oversee the data collection remotely • Support the engineers (participants) in the design of decentralized WWTPs in the target areas inside Syria. 		

Ref. No: 2	Project / Assignment name: Adequacy Assessment of Sewage Treatment Plants in the Kingdom of Saudi Arabia	
Country: Kingdom of Saudi Arabia Location within country: Riyadh, Jeddah, Makkah and Ta'ef		Approx. value of the contract (in Euro): EUR 65,000
Name of Client: SEURECA SAUDI LLC		Duration of assignment (months): 12 Months
Address of Client: Veolia Building, Prince Musaed Bin Abdulaziz Street, Sulaimaniah, P. O. Box: 6133 Riyadh: 11442 - KSA		Total N° of staff-months of the assignment: Staff-months 100 man-days
Start date (month/year): August/2018 Completion date (month/year): August/2019		Approx. value of the services provided by your firm under the contract (in Euro): EUR 65,000
Name of associated Consultants, if any: N/A		N° of professional staff-months provided by associated Consultants:
Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader): <ul style="list-style-type: none"> • Dr. Mustafa Nasereddin • Eng. Sharhabeel Maswadeh 		
Narrative description of Project: The Ministry of Environment, Water and Agriculture (MEWA) and the National Water Company (NWC) are in charge of the wastewater treatment in Saudi Arabia with NWC currently operating the facilities in Riyadh, Jeddah, Makkah and Ta'ef. MEWA is planning to undertake adequacy assessment of the sewage plants under both entities MEWA and NWC across the kingdom. The main objectives of this project are the following: <ul style="list-style-type: none"> • Thorough assessment of the performance of the STP's operated by Ministry of Environment Water and Agriculture and National Water Company. • Identification of the Bottlenecks, problems and gaps in the existing systems. • Identification of the complying and non-complying STP's to the Environmental Standards of Saudi Arabia and the Standards of the treated sewage effluent ("TSE") reuse. • Develop an implementation plan to improve the existing situation to reach a full compliance of the Environmental and TSE reuse standards. 		
Description of actual services provided by your staff within the assignment: <ul style="list-style-type: none"> • Preliminary data collection • Site visits • Assess the site conditions and the onsite operation and maintenance practices. This include: • Performance adequacy assessment: based on the analysis of the data collected and the site visits, gaps will be identified in term of process deficiencies and operations and remediation measures will be proposed. • Laboratory results validation • Structural integrity assessment 		

Ref. No: 4	Project / Assignment name: Water and Wastewater Master Plan of Hebron Governorate Project	
Country: Palestine Location within country: Hebron		Approx. value of the contract (in Euro): EUR 723,468
Name of Client: Palestinian Water Authority		Duration of assignment (months): 12 Months
Address of Client: Ramallah, Palestine		Total N° of staff-months of the assignment: Staff-months 56 man-days
Start date (month/year): February/2020 Completion date (month/year): August/2021		Approx. value of the services provided by your firm under the contract (in Euro): EUR 150,000
Name of associated Consultants, if any: Seureca @ Veolia SES		N° of professional staff-months provided by associated Consultants: 28 man-month
Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader: <ul style="list-style-type: none"> • Dr. Khaled Rajab, Institutional Expert • Eng. Fawzi Abdo, Reuse and irrigation expert • Nadia Saed: Communication Expert • Socio Economic expert • DR. Ghassan Daas: Economist • Eng. Mamoon Salaymeh: Junior Project Engineer 		
Narrative description of Project: The overall objective of the Master Plan is three-fold: <ol style="list-style-type: none"> 1. Contributing to human health through the provision of drinking water of an adequate quality and in a sufficient quantity to the population while preventing waterborne diseases due to a lack of wastewater collection and treatment system; 2. Developing the area of the Master Plan in all economic sectors thanks to improved water and wastewater services; 3. 3. Protecting the environment by ensuring the sustainable use of water resources and the appropriate collection, treatment and discharge or reuse of wastewater in a situation of water scarcity enhanced by climate change. The Master Plan shall Provide an updated picture of the current situation in the area of the Master Plan with regards to the water and wastewater sector complemented by all relevant characteristics of the local context. <ul style="list-style-type: none"> • Identify relevant alternatives and select the most appropriate strategy for the development of water and wastewater infrastructures and services within the area of the Master Plan until year 2045 to improve the water supply and distribution, to improve the quality of the living environment (especially groundwater and the few surface water bodies) and to provide sewerage systems where they are needed for urban densification and to make sure other kinds of sanitation services exist in the remaining urban areas. • Prepare an investment plan that builds on the outcomes of the previously-defined water and wastewater management strategy, as a basis for future national and international funding with regards to urban and rural water and wastewater infrastructures for the medium-term (2030) and long-term (2045). 		

- Prepare a Priority Investment Plan (PIP) - to be integrated in the general investment plan - that includes two urgent investment packages (wadi As Samen catchment and Hebron old town) and a selection of other urgent works (horizon 2020).

Description of actual services provided by your staff within the assignment:

The Services of the Consultant consists in preparing a comprehensive master plan which shall include the following activities:

- Activity I: description of the existing situation
- Activity II: update and projections of water supply
- Activity III: selection of the most appropriate water and wastewater management alternative
- Activity IV: investment plan (including a Priority Investment Plan)

Ref. No: 5	Project / Assignment name: Study on the Reuse of Treated Wastewater and Sludge at National Scale in Jordan	
Country: Jordan Location within country: Amman		Approx. value of the contract (in Euro): 30,000 EUR
Name of Client: Helmholtz-Centre for Environmental Research - UFZ		Duration of assignment (months): 6 Months
Address of Client: Permoserstraße 15, 04318 Leipzig, Germany		Total N° of staff-months of the assignment: 4 Staff-months
Start date (month/year): April/2018 Completion date (month/year): November/2018		Approx. value of the services provided by your firm under the contract (in Euro): 30,000 EUR
Name of associated Consultants, if any: N/A		N° of professional staff-months provided by associated Consultants: N/A
Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader): <ol style="list-style-type: none"> 2. Feras Matar: Team Leader 3. Dr. Munjed Al Sharif: Wastewater Policy Expert 4. Nayef Seder: Wastewater Reuse Expert 5. Saleh Al Quraan: GIS Expert 		
Narrative description of Project: The study will provide the National Implementation Committee for Effective Integrated Wastewater Management in Jordan (NICE) and its member institutions with sufficient information on the current state, important developments and overall potential to further implement safe and cost-efficient reuse in the country. The study will recommend and provide policy measures including their institutional, administrative and financial requirements to ensure the long-term sustainability of wastewater and sludge reuse in Jordan. The specific objectives and the main outputs of this consultancy are the following: <ol style="list-style-type: none"> 1. A comprehensive study on the reuse of treated wastewater and sludge in order to obtain an enhanced understanding of the overall national state and potential for reuse in Jordan. 2. A detailed description of the different reuse types (irrigation, groundwater recharge, industrial uses, landscaping, forestry, renaturation, conversion to building materials, fertilizing, etc.) in Jordan by location (GIS-based), current practices (irrigation systems, conversion methods, fertilizing methods, mixing with fresh or other water resources, recharge methods), quantities, flows and qualities associated to the different reuse types of treated wastewater and sludge. 3. A hands-on assessment of the institutional, technical, social, cultural and administrative bottlenecks in Jordan with regards to the safe and sustainable (ecological, economic and social sustainability) reuse of treated wastewater and sludge. 4. Development of policy measures for ensuring the long-term sustainability of wastewater and sludge reuse in Jordan. 		
Description of actual services provided by your staff within the assignment: The requested services of the Consultants for the study shall include the following phases: <ul style="list-style-type: none"> ➤ Phase 1 Collection of available data on the reuse of treated wastewater and sludge in Jordan. ➤ Phase 2 Completion of data gaps by means of own field studies and GIS-analysis. ➤ Phase 3 Detailed description of the main reuse purposes in Jordan (irrigation, groundwater recharge, industrial uses, landscaping, forestry, renaturation, conversion to building materials, fertilizing, etc.) in Jordan by location (GIS-based), current practices (irrigation systems, conversion methods, fertilizing methods, mixing with fresh water resources, recharge methods), quantities, flows and qualities associated to the different reuse types of treated wastewater and sludge. 		

- Phase 4 In-depth description of the institutional, technical, social, cultural and administrative bottlenecks in Jordan with regards to the safe and sustainable reuse of treated wastewater and sludge.
- Phase 5 Selection of best practices and most suitable locations of the reuse of treated wastewater and sludge in Jordan
- Phase 6 Development of policy measures including their institutional, administrative and financial requirements to ensure the long-term sustainability of wastewater and sludge reuse in Jordan.
- Phase 7 Preparation of the Final Reuse Study Report.

Ref. No: 6	Project / Assignment name: A study on the Operations and Maintenance and System Management of the Bekaa Water Establishment and the South Lebanon Water Establishment	
Country: Lebanon Location within country: Bekaa, South Lebanon and Beirut, Lebanon		Approx. value of the contract (in Euro): 20.500 €
Name of Client: Mercy Corps, Lebanon		Duration of assignment (months): 5
Address of Client: Alfred Naccache Street Beirut, Lebanon		Total N° of staff-months of the assignment: 2.5
Start date (month/year): 03/2016 Completion date (month/year): 03/2017		Approx. value of the services provided by your firm under the contract (in Euro): 20.500 €
Name of associated Consultants, if any: /		N° of professional staff-months provided by associated Consultants: /
Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader): Amal Chammas, Capacity Building Expert Bassem Ghayda, Water Utility Expert Amal Sadoun, IWRM Specialist		
Narrative description of Project: The overall aim is to identify the areas of the BWE & SLWE that require training in daily operations and maintenance, assistance in business management and strengthening of cost recovery mechanisms. These aims are at both theoretical and practical levels. The outcome of the study, which also includes recommendations, will be used to design a pilot program at the water establishments that addresses the identified issues. The study looked at theoretical and practical training needs for top and middle management and operational levels.		
Description of actual services provided by your staff within the assignment: In this study, the consultant evaluated and analyzed the current situation at BWE & SLWE, the study covered the following categories : <ul style="list-style-type: none"> • Human resources and capacity development, • Building partnerships, • Water demand management functions, • Cost recovery and financial sustainability. 		

Ref. No: 7	Project / Assignment name: Assessment of Operations, Maintenance and System Management of Miyahuna and WAJ in Zarqa and Balqa governorates	
Country: Jordan Location within country: Amman, Zarqa and Balqa		Approx. value of the contract (in Euro): 11.000 €
Name of Client: Oxfam International		Duration of assignment (months): 3
Address of Client: 4th Circle, behind Ministry Office, Redwan Area, Abdo Salem Al Atatrah Street, Building #6, Amman. Jordan		Total N° of staff-months of the assignment: 2.5
Start date (month/year): September, 2016 Completion date (month/year): November, 2016		Approx. value of the services provided by your firm under the contract (in Euro): 11.000 €
Name of associated Consultants, if any: /		N° of professional staff-months provided by associated Consultants: A
Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader): 1. Mohammed Al Shafei, Water Expert 2. Feras Matar: Water Expert		
Narrative description of Project: The main goal of this consultancy is to assess technical capacities of Miyahuna and WAJ in Zarqa and Balqa governorates and identifying the areas that require improvements in operations and maintenance of municipal water network. This goal is at both theoretical and practical levels. The outcome of the study will be used to design an integrated capacity building program covering staff and utilities technical needs.		
Description of actual services provided by your staff within the assignment: <ol style="list-style-type: none"> 1. Assess capacity of the technical staff whom working in municipal water network operation and maintenance in WAJ and Miyahuna 2. Define training needs to improve technical capacities of Miyahuna and WAJ staff 3. Propose approach/methodology to monitor and maintain proper O&M of water network through collecting and documenting collect O&M practices 4. Assessment of Procedures and Equipment 5. Define the available mechanisms which Miyahuna and WAJ are following to coordinate/communicate with Users 6. Assess willingness of Miyahuna and WAJ to utilize community-based committees to report infrastructural maintenance needs, partake in training and perform routine maintenance on distribution points . 7. Determine how Miyahuna and WAJ see the integration with local communities and women in water management 		

Ref. No: 8	Project / Assignment name: Organizing of Technical and Steering committee meetings for the National Implementation Committee for Effective Decentralized Wastewater Management in Jordan "NICE" Project	
Country: Jordan Location within country: Amman		Approx. value of the contract (in Euro): 60,000 EUR
Name of Client: Helmholtz-Zentrum für Umweltforschung GmbH–UFZ		Duration of assignment (months): 24 Month
Address of Client: Abt. Finanzen/ Permoserstr 15 Leipzig 04318 Germany		Total N° of staff-months of the assignment: Staff-months 2
Start date (month/year): June/2017 Completion date (month/year): July/2019		Approx. value of the services provided by your firm under the contract (in Euro): 60,000 EUR
Name of associated Consultants, if any: N/A		N° of professional staff-months provided by associated Consultants: N/A
Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader): <ul style="list-style-type: none"> • Feras Matar: Project Manager • Mustafa Nasereddin: Technical Advisor • Anas Farraj: Training Coordinator 		
Narrative description of Project: The overall objectives of the NICE II Project Meetings were: <ol style="list-style-type: none"> 1. Announcement of the follow-up project NICE II and presentation of the scope of the project; 2. Expert presentation on “Certification in Decentralized Waste Water Management”; 3. Establishment of a technical working group “Certification”; 4. Definition of future tasks of the working group “Certification” 		
Description of actual services provided by your staff within the assignment: <ul style="list-style-type: none"> ➤ Overall organization and facilitation of the all NICE steering committee meetings ➤ Provide simultaneous translation service-English-Arabic-English ➤ Provide logistical support, including technical equipment and catering for workshop participants ➤ Provide documentation of minutes of meeting for the workshop ➤ Provide admin support staff on board during the workshop 		

Ref. No: 9	Project / Assignment name: Market Study on Climate Resilience and Resource Efficiency in Buildings in the Countries of the Southern and Eastern Mediterranean funded by EBRD	
Country: Jordan Location within country: Amman		Approx. value of the contract (in Euro): N/A
Name of Client: ECO Consult		Duration of assignment (months): 4 Months
Address of Client: Shmeisani, Jude Center P.O. Box 941400 Amman 11194 Jordan Tel: 06- 5699769		Total N° of staff-months of the assignment: Staff-months 4 working days
Start date (month/year): June 2017 Completion date (month/year): October 2017		Approx. value of the services provided by your firm under the contract (in Euro): 1,880 EUR
Name of associated Consultants, if any: N/A		N° of professional staff-months provided by associated Consultants: N/A
Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader): <ul style="list-style-type: none"> Mustafa Nasereddin, Water Efficiency Expert 		
Narrative description of Project: EBRD is conducting an in-depth assessment for climate change resilient technologies in the built environment focused in SEMED region, main objectives are: <ul style="list-style-type: none"> Assess the current conditions for climate resilience investment in buildings (including the economic, climate change, market and regulatory environments) Assess investment opportunities in the form of worked example of potential investment in climate resilient technologies in buildings in targeted countries Carry out and outreach and communication of results to potential clients, relevant government agencies, and other relevant stakeholders for the built environment in the region Create a database of climate resilient technologies in the built environment to facilitate EBRD internal knowledge sharing and scale up. 		
Description of actual services provided by your staff within the assignment: Scoping phase: <ul style="list-style-type: none"> Initial data review: Identify and evaluate data quality and availability in Jordan for data in relation to water consumption in buildings, for different building types for example hotels, hospitals, and retail / food categories. Provide data on estimated impact of climate changes (increased temperatures, reduced precipitation) on water consumption of buildings in Jordan Assess accessibility of in country expertise and key stakeholders in Jordan (i.e. identify who are the main stakeholders with regards to data collection and determine their availability and accessibility) Assessment phase: <ul style="list-style-type: none"> Identify and summarize existing legislation and building codes in place in Jordan 		

- Contrast findings with those of Task C to show discrepancies between the current building codes and observed implementation on the ground, and identify implementation barriers

Case study phase:

- Contribute to discussion on selection of 3 climate resilient technologies for case studies in Jordan
- Provide data on the impacts of the 3 selected technologies on the water consumption of selected building types (data on water consumption)

Collaborate/discuss with MOTT MACDONALD LIMITED to develop quantitative estimates of the impacts of these technologies on water consumption in selected building types

Ref. No: 10	Project / Assignment name: WATER PORt Component-Water and Climate Change Practice Framework Assessment Project	
Country: Egypt Location within country: Cairo		Approx. value of the contract (in Euro): 13,980 €
Name of Client: The Regional Environmental Center for Central and Eastern Europe (REC)		Duration of assignment (months): 3
Address of Client: 2000 Szentendre, Ady Endre út 9-11., Hungary		Total N° of staff-months of the assignment: 5
Start date (month/year): 09/2017 Completion date (month/year): 12/2017		Approx. value of the services provided by your firm under the contract (in Euro): 13,980 €
Name of associated Consultants, if any: /		N° of professional staff-months provided by associated Consultants: /
Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader): 1. Dr. Fayez Abu Helou: Project Manager 2. Dr. Ahmed A Sattar: Water Expert 3. Dr. Tarek Salah: Water Expert 4. Eng. Sherif Roshdy: IWRM Expert		
Narrative description of Project: The WATER PORt component will offer a platform for building skills and transfer of knowledge on IWRM and adaptation to climate change, by embracing a broad selection of stakeholder concerns in the interests of social and economic development, environmental protection and utilization of innovative tools for climate adaptation measures. This will be achieved through the following results: <ul style="list-style-type: none"> ➤ Introduced methodological capacity building and reinforcement of skills of respective national authorities for applying Integrated Water Resources Management approach; ➤ Promoted framework for common understanding among water practitioners and stakeholders regarding needs for cooperation and regional approach in managing water problems; ➤ Strengthened abilities of practitioners to deal with the impacts of climate change on the region's water resources. 		
Description of actual services provided by your staff within the assignment: <ul style="list-style-type: none"> ➤ Collect and analyze information about the existing practice framework as well as legal and institutional needs concerning adaptation strategies and measures on flood and drought issues in Egypt. ➤ Prepare a Practice Assessment and Recommendation report for Egypt that will be combined with other two reports for Jordan and Tunisia and contribute to the preparation of a Practical guideline on adaptation measures for water practitioners that will be a supplement to this Report. ➤ The Practice assessment report should also tackle limitations and lessons learned that were encountered during the report's preparation and influenced the final product. ➤ The Practical guideline should identify a number of key components for the adaptation measures that should be discussed with end-users, i.e. water practitioners and stakeholders: <ul style="list-style-type: none"> • Concept of developing adaptation measures • Understanding climate change and its impacts • Developing adaptation options and measures 		

- Prioritization of adaptation options and measures
- Developing procedures for implementing adaptation measures
- Institutional support and integration
- Monitoring and evaluation mechanism
- Examples of Adaptation Measures

Ref. No: II	Project / Assignment name: Sub- Consultancy Agreement: Quality Assurance Measures in Water Operators Certification Programme (WOCP) Training.	
Country: Jordan Location within country: Amman		Approx. value of the contract (in Euro): 3,500 EUR
Name of Client: German Association for Water, Wastewater and Waste (DWA)		Duration of assignment (months): 3 Months
Address of Client: Theodor-Heuss-Allee 17, 53773 Hennef		Total N° of staff-months of the assignment: 0.3 Staff-months
Start date (month/year): October/2017 Completion date (month/year): January/2018		Approx. value of the services provided by your firm under the contract (in Euro): 3,500 EUR
Name of associated Consultants, if any: N/A		N° of professional staff-months provided by associated Consultants: N/A
Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader): I. Feras Matar: Training Expert		
Narrative description of Project: The German Association for Water, Wastewater and Waste (DWA) was appointed by the GIZ Water Program in Jordan to carry out quality assurance measures for the training programs (Water Operator Certification Program Level I) which were awarded to Engicon (Jordanian Consulting Company). The objectives of this sub-consultancy agreement were to carry out quality control and evaluation for the training programs content, trainers, implementation strategy.		
Description of actual services provided by your staff within the assignment: <ul style="list-style-type: none"> ➤ Carrying out quality control of WOCP-training carried out by Engicon ➤ On-site inspections and observation of WOCP-training carried out by Engicon randomly ➤ Determining whether or not trainers obtain required qualifications ➤ Determining whether or not provided training material meet the requirements ➤ Determine whether or not provided training facilities meet requirements ➤ Determining whether or not formal requirements are met ➤ Check of the curricular outline and training methods ➤ Assessment of organization and course of the training ➤ Evaluate whether or not the training provided is suitable to qualify the participants working in WAJ ➤ Carrying out impact assessment eight weeks after the training by impact interviews two months after the training. Out of 20 people 2 persons will be visited and interviewed ➤ Systematic and collection and evaluation of the results ➤ Recommendation on further cooperation and further development of WOCP- training 		

Ref. No: 12	Project / Assignment name: TA for Water Policy development framework for Union for the Mediterranean (UfM)	
Country: Greece Location within country: Athens		Approx. value of the contract (in Euro): 22.000 EUR
Name of Client: The Mediterranean Information Office for Environment Culture and Sustainable Development/Global Water Partnership – Mediterranean (GWP-Med)		Duration of assignment (months): 24 months
Address of Client: 12, Kyrristou St. 105 56 Athens, Greece		Total N° of staff-months of the assignment: 2.0 Staff-months
Start date (month/year): 10/2018 Completion date (month/year): 10/2020		Approx. value of the services provided by your firm under the contract (in Euro): EUR
Name of associated Consultants, if any: N/A		N° of professional staff-months provided by associated Consultants: N/A
Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader: <ul style="list-style-type: none"> • Dr. Mustafa Nasereddin, Senior water supply and sanitation expert 		
Narrative description of Project: Providing technical assistance to the Water and Environment Division of the Secretariat of the Union for the Mediterranean in the implementation of the UfM core activities on water according to the UfM Work Programme, in order to elaborate and implement the UfM Water Agenda as agreed upon in the April 2017 UfM Water Ministerial Declaration and the subsequent Water Expert Group meeting”. This line of work includes the following 3 activities: <ul style="list-style-type: none"> • Activity 1: Preparation of WEG meetings • Activity 2: Long-term strategic framework – assist with the elaboration of the Work Programme for the UfM Water Agenda • Activity 3: Provide support to the development of the Financial Strategy 		
Description of actual services provided by your staff within the assignment: The anticipated work may involve: <ul style="list-style-type: none"> • Preparation of technical documents related to the Water Supply and Sanitation theme • Review and provision of input, as needed, of other technical documents produced within the UfM TA Contract • Travel and participation in meetings (i.e. WEG meetings, WASH Task Force meetings, etc) • Provide technical input to the WASH thematic group under UfM water agenda 		
Ref. No: 13	Project / Assignment name: Sub- consultancy agreement, Final evaluation of EU support to water and waste water in Jordan (2010-2013)	

Country: Jordan Location within country: Amman, Irbid	Approx. value of the contract (in Euro): 10,000 EUR
Name of Client: Stantec	Duration of assignment (months): 4 Months
Address of Client: Nysdam Office Park, Avenue Reine Astrid 92 B-1310 La Hulpe, BELGIUM	Total N° of staff-months of the assignment: 1.1 Staff-months
Start date (month/year): 02/2020 Completion date (month/year): 06/2020	Approx. value of the services provided by your firm under the contract (in Euro): 10000 EUR
Name of associated Consultants, if any: N/A	N° of professional staff-months provided by associated Consultants: N/A
Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader): <ul style="list-style-type: none"> Feras Matar (Water Expert/ Evaluator) 	
<p>Narrative description of Project:</p> <p>The main objective of the evaluation of EU actions is to provide EU, ministry of water and irrigation and ministry of Planning in Jordan and the public with outcomes of the implemented actions and their impact on water management in Jordan and improvement of water supply services for low-income rural and urban communities including the one hosting Syrian refugees. The actions to be evaluated are:</p> <p>Action 1: Improved Water Resources Security for Low Income Rural and Urban Communities (10 Million Euros); Action 2: Support to wastewater services in Jordanian communities hosting Syrian refugees (12 Million Euros)</p> <p>The main objectives of this evaluation are to provide the relevant services of the European Union, the interested stakeholders and the wider public with:</p>	
<p>Description of actual services provided by your staff within the assignment:</p> <ul style="list-style-type: none"> ➤ Assess the Actions using the five standard DAC evaluation criteria, namely: relevance, effectiveness, efficiency, sustainability and impact. ➤ Provide Final evaluation report including lessons learnt, recommendations and impacts of the evaluated actions on the water sector in Jordan. 	

Ref. No: 14	Project / Assignment name: Technical Assistance to Libyan Water Institutions Planning for and building resilience to future shocks	
Country: Libya Location within country: Tripoli		Approx. value of the contract (in EUR): N/A
Name of Client: DAR AL- OMRAN Infrastructure & Environment		Duration of assignment (months): 15 months
Address of Client: DAR AL- OMRAN Infrastructure & Environment Jebel Amman – Ibrahim Al Khaledi St P.O. Box 942365 Amman 11194 Jordan Tel.: 00962 6 5681000 – Fax: 00962 6 5690057		Total N° of staff-months of the assignment: 3.0 Staff-months
Start date (month/year): 5/2020 Completion date (month/year): 10/2021		Approx. value of the services provided by your firm under the contract (in USD): 80,570 USD
Name of associated Consultants, if any: NA		N° of professional staff-months provided by associated Consultants: N/A
Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader: <ul style="list-style-type: none"> • Mr. Ramez Al Madhoun: Water Utilities Expert • Mr. Felix Karpov: Information Technology Systems Expert • Mr. Anas Farraj: Training Expert 		
Narrative description of Project: The principle objective of this consultancy is to work closely with the Libyan water sector institutions led by the GAWR to carry out the capacity building activities focusing on aspects that will help the water institutions to stem service decline and to manage future shocks. The World Bank will hire a consulting firm (the Contractor) to implement this assignment and it will monitor its progress according the signed contract and this term of reference. The Contractor will work, on the ground in Libya, with the GAWR as the leading water institution in Libya (as the agency overall sector oversight) and coordinate implementation at the local level with other relevant institutions to provide advice, capacity building and training to support them to become more resilient through the implementation of the following components: Formulating contingency plans for emergency response at the city level (one major city to be selected in consultation with the World Bank team and the GAWR); Improving basic data at the utility performance and customers; and Improving procurement and contract management capacity to facilitate re-engagement with international private contractors.		
Description of actual services provided by your staff within the assignment: The anticipated work may involve: <ul style="list-style-type: none"> • Assess the available data & its accuracy • Assess the customer services system & provide advises for improvement of the data collection • Provide recommendation on required data for the establishment for a second customer services system • Geographical area identification and data collection (for the purpose of testing the system) • Identify a database & upload the collected data to a database (either available or a new one) 		

- Train staff to use this data & monitor with them improvement in Customer Services Management
- Provide recommendations on important technical data & benchmarks indicators
- Train staff on data collection, processing, monitoring and management, and showcase of data management and processing of one of the neighbouring countries travel and participation in meetings
- Arrange for one study tour to Jordan for the water institutions staff (max. 5-6 persons) to complement the above TA activities & organize the end-to-end logistics with the GAWR for the study tour program

Ref. No: 15	Project / Assignment name: Sub consultancy agreement to provide consultancy services in connection with Rehabilitation of Dbayyeh, Jbeil and Nahr Ibrahim WTPs Project				
Country: Lebanon Location within country: Beirut, Lebanon			Approx. value of the contract (in Euro): 10,000 EUR		
Name of Client: Hydrophil GmbH			Duration of assignment (months): 6 Months		
Address of Client: Schönbrunner Straße 297 1120 Vienna, Austria Tel: +43 1 521 69 450 Fax: +43 1 521 69 180 E-Mail: info@hydrophil.at			Total N° of staff-months of the assignment: 1.0 Staff-Month; 6 months		
Start date (month/year): 12/2015 Completion date (month/year): 6/2016			Approx. value of the services provided by your firm under the contract (in USD): USD 17,550		
Name of associated Consultants, if any: N/A			N° of professional staff-months provided by associated Consultants: N/A		
Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader): <ul style="list-style-type: none"> • AbdulWahab Matar, Water Treatment Process Engineer • Adnan Al-Haj, Water Quality Expert • Gulnard Ters, Mechanical Engineer • Bassem Ghayda, Electrical Engineer • Qassem AL Akash, Electrical Engineer • Mostafa AL-Dardasawi, Instrumentation Expert • Jalal Bsharat. Procurement Expert • Salam EL Tayer, Civil- Structural Engineer 					
Narrative description of Project: The project "Rehabilitation of Dbayyeh, Jbeil and Nahr Ibrahim WTPs" is part of the Technical Assistance of the Support Programme for Infrastructure Water Sector Strategies and Alternative Financing which is funded by EU and aims at supporting the water sector in Lebanon. The project consists of three phases: <ol style="list-style-type: none"> 1. WTP Assessment 2. Conceptual Design 3. Final Design 					
Description of actual services provided by your staff within the assignment: <ul style="list-style-type: none"> ➤ Provide technical expertise in the following areas to support the project implementation: ➤ Water Treatment ➤ Water Quality 					

- Mechanical Engineering
- Electrical Engineering
- Instrumentation
- Procurement
- Civil-Structural Engineering

Project Reference within Energy Sector

Ref. No: I	Project / Assignment name: Promotion of training to improve efficiency in water and energy sector II in Jordan (TWEED)/ Development of Concept Note to the Energy Efficiency Center of Excellence in Mafraq Governorate in Jordan	
Country: Jordan Location within country: Amman & Mafraq		Approx. value of the contract (in Euro): 37,000 EUR
Name of Client: Deutsche Gesellschaft fuer Internationale Zusammenarbeit (GIZ) GmbH		Duration of assignment (months): 4 Months
Address of Client: GIZ TWEED Project-Jordan Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH P.O. Box 92 62 38 Amman 11190 Jordan		Total N° of staff-months of the assignment: 2 Staff-months
Start date (month/year): August/2017 Completion date (month/year): January/2018		Approx. value of the services provided by your firm under the contract (in Euro): 20,000 EUR
Name of associated Consultants, if any: NA		N° of professional staff-months provided by associated Consultants: NA
Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader): <ul style="list-style-type: none"> • Mustafa Nasereddin: National TVET Expert • Martin Straehle: International TVET Expert 		
<p>Narrative description of Project:</p> <p>TWEED II project helps implement the mechanisms and processes formulated in E-TVET 2014–2020 in a sector of high national priority. It also reinforces the targeted paradigm shift towards achieving a labour market-oriented and socially recognised vocational education system. Important levers here are the quantitative expansion and qualitative enhancement of the training offered in five vocational education centres, the development of company-based training programmes in partnership with companies, and the strengthening of a competency-based testing and certification system to assess the skills acquired.</p> <p>In field of activity 1, the project will strengthen institutional capacities. In field of activity 2, it will strengthen the Human resource capacities of the key actors in the vocational education system, the private sector and the water sector for establishing a labour market-oriented training system for professionals. In field of activity 3, the project will use cooperation mechanisms to support the integration of youth into the labour market. The project has a term of three years (June 2016 to May 2019).</p>		
<p>Description of actual services provided by your staff within the assignment:</p> <ul style="list-style-type: none"> ➤ Develop a concept paper for center of excellence (COE) in renewable energy sector in Mafraq governorate which will include the following items such as: 		

- International standards and examples for center of excellence (COE) in renewable energy sector.
 - governance, roles and responsibilities including the role and responsibilities of a Regional Sector Skills Committee consisting out of employers and other main stakeholders to define labor market needs.
 - The business development model for COE considering the role of the Regional Sector Skills Committee
 - Develop monitoring and evaluation system framework for COE which will include key performance indicators for all levels governance and activities in the centers of excellence.
- Develop and conduct 2 workshops for the COE staff, the Regional Sector Skills Committee and other stakeholders to discuss and build consensus amongst the stakeholders about the concept.
 - Developing a conceptual outline for partnering the COE with a German institute working on renewable energy targeting vocational training programs and identifying potential German twinning partner institutions. As an output, a first coordination meeting between the major stakeholders has taken place in Jordan or in Germany.

Ref. No: 2	Project / Assignment name: INDEPENDENT ENGINEER SERVICES for Massader West Bank Schools PV Rooftop Portfolio Project	
Country: State of Palestine Location within country: Ramallah, Bethlehem, Hebron and Jericho		Approx. value of the contract (in Euro): EUR 7000
Name of Client: RINA Consulting Limited		Duration of assignment (months): 1 Months
Address of Client: Cleeve Road, Leatherhead, Surrey KT22 7SA, UK		Total N° of staff-months of the assignment: Staff-months 0.25 man-days
Start date (month/year): June/2019 Completion date (month/year): July/2019		Approx. value of the services provided by your firm under the contract (in Euro): EUR 7000
Name of associated Consultants, if any: N/A		N° of professional staff-months provided by associated Consultants:
Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader): <ul style="list-style-type: none"> • Eng. Razan Habash • Eng. Feras Matar 		
Narrative description of Project: The International Finance Corporation ("IFC", or the "Lender"), considers financing a portfolio of distributed rooftop solar PV systems on up to 500 public schools in the West Bank which would be implemented over a time span of 4 years. Each site will host a generation capacity between 40 kWp to 100 Kw, and will be interconnected on the Low Voltage grid of the local DisCo, to be confirmed under a separate grid impact study that has been commissioned by IFC. Over this period, Massader Company for the Development of Natural Resources and Infrastructure Projects ("Massader" or the "Sponsor") is expected to qualify several contractors based on their procurement strategy that is based on the world bank procurement guidance of framework agreements. Based on this, Massader will implement the project on 10 phases at least during the next 4 years and will hire One (1) EPC contractor based on RFP process per phase to materially build, commission and operate the schools within the specific phase. Massader has already started the RFP process and has signed a FIDIC silver book-based EPC contract for a pilot project for 10 schools (900 KWp of capacity) and intends to sign another contract for 20 schools (1,500 KWp) shortly. IFC has requested that an experienced Independent Engineer ("IE", or the "Technical Advisor") be contracted to assist and advise it during the project appraisal, implementation and operation during the loan term. The IE will report directly to the IFC.		
Description of actual services provided by your staff within the assignment: <ul style="list-style-type: none"> • Structural Review: including pre-construction structural assessment and taking in consideration any structural survey results and their impact on the specification of the PV mounting system. • Permit Review (high level): assessment of the available permitting documentation and status with reference to our knowledge of local requirements. The assessment is intended to evaluate the Sponsor capacity and commitment appropriately address permitting requirements rather than a Project specific review. • Grid Connection (high level): an assessment of the Portfolio implementation with respect to grid connection and integration on the basis of the following information, where available: (grid connection 		

documentation, cable route suitability, communication with grid operator, grid impact study separately commissioned by IFC).

- The assessment is intended to evaluate the appropriate treatment of connection requirements by the Sponsor rather than a Project specific review.
- General ad-hoc support with EPC Contract, O&M Contract, site visit logistics, site access etc.

Ref. No: 3	Project / Assignment name: Site inspection & Technical assistance for Gaza Industrial Estate (GIE) 7.302MW PV Solar Station Project.	
Country: State of Palestine Location within country: Gaza		Approx. value of the contract (in Euro): EUR 5200
Name of Client: RINA Consulting Limited		Duration of assignment (months): 5 Months
Address of Client: Cleeve Road, Leatherhead, Surrey KT22 7SA, UK		Total N° of staff-months of the assignment: Staff-months 0.45 man-days
Start date (month/year): October/2019 Completion date (month/year): May/2020		Approx. value of the services provided by your firm under the contract (in Euro): EUR 5200
Name of associated Consultants, if any: N/A		N° of professional staff-months provided by associated Consultants:
Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader): <ul style="list-style-type: none"> • Eng. Hanibal Al Najjar (Solar Engineer) • Eng. Feras Matar (Project Manager) 		
Narrative description of Project: Palestine Real-Estate Investment Public Shareholding Company (PRICo) intends to install a 7 MWp solar plant on the Gaza Industrial Estate (GIE) site through financing from the International Finance Corporation (IFC) and potential other parties (Lenders). The solar plant will serve as the local power generation for various industrial units within GIE. Any surplus electricity generated from the solar plant will be exported to the grid, which is owned and operated by Gaza Electricity Distribution Corporation (GEDCo).		
Description of actual services provided by your staff within the assignment: <ul style="list-style-type: none"> • Site inspection to the PV Plant • Report the progress of the project • Attend and report the testing and commissioning of the PV Plant 		

Project References within Environment Sector

Ref. No: I	Project / Assignment name: Jordan Integrated Landscape Management Initiative (JILMI) – GCF Project Preparation Phase	
Country: Jordan Location within country: Northern Jordan Rift Valley		Approx. value of the contract (in Euro): 10,500 EUR
Name of Client: IUCN (International Union for Conservation of Nature) Regional Office for West Asia		Duration of assignment (months): 3 months
Address of Client: Abdel Latif Salah street, bldg. 29, Sweifiyeh, Amman, Jordan		Total N° of staff-months of the assignment: 1.2 Staff-months
Start date (month/year): 8/2019 Completion date (month/year): 11/2019		Approx. value of the services provided by your firm under the contract (in Euro): 10,500 EUR
Name of associated Consultants, if any: N/A		N° of professional staff-months provided by associated Consultants: N/A
Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader): <ul style="list-style-type: none"> • Dr. Maha Al Zu'bi, Climate Change Expert 		
<p>Narrative description of Project:</p> <p>The objective of this assignment is to assess the adaptive capacity and needs of communities living in the project implementation area (Jordan Rift Valley), as well as to recommend appropriate adaption measures to address the current and expected impacts of climate change on vulnerable communities at project intervention sites.</p> <p>Since the ultimate purpose of the assignment is to develop an FP seeking GCF investment, particular attention has to be paid to demonstrating the extent to which any proposed future investment is aligned with the GCF's investment criteria. Moreover, the consultant is obliged to ensure that the assignment is conducted in a manner that supports the preparation of the FP. The consultant is expected to work closely with both the IC and other consultants, including Gender Specialist, Environmental and Social Safeguards Specialist, and Financial and Economic Specialist.</p>		
<p>Description of actual services provided by your staff within the assignment:</p> <ul style="list-style-type: none"> ➤ Submit an inception report including: i) a detailed overview of the technical approach and methods that will be used to undertake the assignment, including data to be collected and/or accessed; and ii) a workplan and timeline. ➤ Review all relevant documentation pertinent to the conduction of this assignment. ➤ Conduct wide-ranging consultations with main stakeholders and other relevant parties, and review relevant background information to gain an insight/understanding of the requirements of the assignment. 		

Ref. No: I	Project / Assignment name: Feasibility Study: Pilot using 360 degrees Video and VR Application for Capacity Building in Water and Wastewater Treatment Plants – use in University Challenges	
Country: Germany & Jordan Location within country: Amman		Approx. value of the contract (in Euro): 2380 EUR
Name of Client: German Association for Water, Wastewater and Waste (DWA)		Duration of assignment (months): 2 Months
Address of Client: Theodor-Heuss-Allee 17, 53773 Hennef		Total N° of staff-months of the assignment: 0.5 Staff-months
Start date (month/year): 10/2017 Completion date (month/year): 12/2017		Approx. value of the services provided by your firm under the contract (in Euro): 2380 EUR
Name of associated Consultants, if any: N/A		N° of professional staff-months provided by associated Consultants: N/A
Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader): <ul style="list-style-type: none"> Mustafa Nasereddin: Training Expert 		
Narrative description of Project: Pilot assignment is designed to investigate the feasibility of applying 360 degrees' video recording and VR technology method, in training and capacity building for water and wastewater practioners. Usually, practical training entails organizing field visits or study tours to treatment plants and facilities. Thus, pertaining detailed logistical organization and high costs for practical onsite training.		
Description of actual services provided by your staff within the assignment: <ul style="list-style-type: none"> ➤ Capture short 360 degrees' video (5-7 minutes) for one water treatment plant and one wastewater treatment plant in Jordan using DWA camera (Nikon KeyMission 360) ➤ Transfer recorded video into VR material, which can be used for training purposes ➤ Edit into the video the equipment you see in English and Arabic letters – edit short teaching instructions – e.g. watch the stairs, see the intake, take samples from here etc. 		

Project References within Applied Research & Studies Sector

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Ref. No: 2	Project / Assignment name: Urban flood management and rainwater harvesting solutions (Sponge City Training Box-University Challenge)	
Country: Germany & Jordan Location within country: Amman		Approx. value of the contract (in Euro): 2380 EUR
Name of Client: German Association for Water, Wastewater and Waste (DWA)		Duration of assignment (months): 2 Months
Address of Client: Theodor-Heuss-Allee 17, 53773 Hennef		Total N° of staff-months of the assignment: 0.5 Staff-months
Start date (month/year): 10/2017 Completion date (month/year): 12/2017		Approx. value of the services provided by your firm under the contract (in Euro): 2380 EUR
Name of associated Consultants, if any: N/A		N° of professional staff-months provided by associated Consultants: N/A
Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader): <ul style="list-style-type: none"> • Maram Sha'ban: Urban Planner • Mustafa Nasereddin: IWRM Expert 		
Narrative description of Project: The assignment is entitled to design a new training box for university challenge competition following the previous concept of DWA cards training box (Sponge City Training Box-SCT Box). The cards will include solutions to help cities to mitigate floods and storm water impact on city and household levels. Innovative or even old solutions adapted from ancient times but were forgetting due to fast urbanization and random industrial development and population growth.		
Description of actual services provided by your staff within the assignment: <ul style="list-style-type: none"> ➤ Develop list of flash flood, storm water management (20-30) solutions ➤ Categories solutions into 2 categories (City and Household levels) ➤ Select 20 solutions and make them ready for production 		

Annex II – Team CVs

L. CURRICULUM VITAE

1. Family name: Nasereddin
2. First name: Mustafa
3. Date of birth: February 4th 1982
4. Nationality: Jordanian/Resident in Germany
5. Civil Status: Married

6. Education:

Institution (date from - to)	Degree(s) or Diploma(s) obtained:
Universität der Bundeswehr München, Faculty of Civil Engineering and Environmental Sciences, Germany (October 2011-September 2017)	Ph. D Water Engineering Thesis title: Developing and Testing Benchmarking System for Water Utilities in Jordan
Joint program (Double Degree) between Cologne Applied Science University, Cologne, Germany and Jordan University, Amman, Jordan (August 2007- January 2009)	M.Sc Integrated Water Resources Management "IWRM"
Institute of Land, Water and Environment (Hashemite University, Jordan) (October 2000 - January 2004)	B.Sc Water Management and Environment.

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

Language	Reading	Speaking	Writing
Arabic	1	1	1
English	1	1	1
German	3	3	3

8. Membership of professional bodies:

- Member in the Jordanian Agricultural Engineers Association (JAEA)
- Member in International Water Association (IWA)
- Member in German Association for Water, Wastewater and Solid Waste (DWA)
- Member in Arab Countries Water Utilities Association (ACWUA)
- Member in the Jordan Green Building Council (JGBC)
- Member in the Royal Society for the Conservation of Nature (RSCN)
- Member in Jordanian Environmental Society (JES)

- Member in the Steering Committee of the Model Skills Centre of Excellence in the Water and Environment Sector of Jordan
- Advisory Board Member in the IWRM master program

9. Other skills

- Benchmarking water services software (aquabench online platform for benchmarking)
- Computer skills: MS Windows and MS Office, Microsoft Project, SPSS
- GIS and Remote Sensing
- Valid driving license/International driving license

10. Years within the firm: 4 years

11. Key qualifications/skills:

- More than 15 consecutive years working in the field of water and wastewater management and environmental protection, with in depth knowledge and understanding of water utilities management, water governance and Integrated Water Resources Management (IWRM)
- Specialized in benchmarking water utilities, performance assessment, performance improvement and key performance indicators
- International project manager and team leader for more than 15 projects covering water utilities management issues (Non-Revenue Water, Energy Efficiency, Benchmarking and Performance Indicators, Technical Sustainable Management, Water Utilities Reform, etc) attaining wide experience with international donor agencies (GIZ, KfW, EC, EBRD, USAID, Sida, UN-ESCWA and others)
- Strong experience and prominent networking skills with water utilities association (i.e. IWA, EWA, DWA, AfWA, AWWA and others)
- Managed Arab countries water utilities technical working groups in the following topics: Management of Utilities, Utilities Reform, Water Resources Management, Benchmarking, Water and Health, Public Awareness, Capacity Building and Training
- Developed and designed special training program for O&M of water and wastewater utilities at management and operational level for water utilities in the Arab region
- Certified trainer for water operator's certification training program by CAQA-Jordan
- Managed ACWUA Regional Water Operator Certification Program
- Proven experience in disseminating and promoting best practices in water utilities management
- Contributed to the following publications related to capacity development and knowledge transfer for water & wastewater utilities in the Arab region:
 - READER: Energy Efficiency in the MENA region-Good practices from ACWUA members:
 - <https://acwua.org/wp-content/uploads/2018/08/E-Reader-complete-112015.pdf>
 - Guidelines: Energy Efficiency in Water and Wastewater Utilities:
 - <https://acwua.org/wp-content/uploads/2018/08/Guidelines-Energy-Efficiency.pdf>
 - TSM - Arab Requirements for Water Treatment Facilities (WTF):
 - <https://acwua.org/library/acwua-publications/228-tsm-water-treatment-facilities/file>

- TSM - Arab Requirements for Wastewater Treatment Facilities:
<https://acwua.org/library/acwua-publications/227-tsm-wastewater-treatment-facilities/file>
- WATER TAP Manual: A practical guide to managing water integrity in water utilities- Experiences from pilot projects in the MENA region: <https://acwua.org/library/acwua-publications/229-water-tap-manual-water-integrity/file>
- Reader – Good Practices: Public Awareness Experiences in the MENA Region:
<https://acwua.org/library/acwua-publications/226-public-awareness-experiences-from-the-mena-region/file>
- Water Utilities Management in The Arab Region: Lessons Learned and Guiding Principles (Arabic & English): <https://acwua.org/library/acwua-publications/230-water-utilities-management-in-the-arab-region-lessons-learned/file>
- Water Utilities Reform in The Arab Region: Lessons Learned and Guiding Principles (Arabic & English): <https://acwua.org/library/acwua-publications/232-water-utility-reform-in-the-arab-region-lessons-learned/file>
- Management of Water Utilities: Case Studies from The Arab Region:
<https://acwua.org/library/acwua-publications/225-management-of-water-utilities-case-studies-from-the-arab-region/file>
- Water Utilities Reform: Case Studies from The Arab Region (Arabic & English):
<https://acwua.org/library/acwua-publications/231-water-utilities-reform-case-studies-from-the-arab-region/file>

12. Specific experience in the region (most recent first)

Country	Date from - Date to
Germany	2016-Present
Iraq	2018-Present
Arab Countries (Egypt, Yemen, Palestine, Lebanon, Syria, Algeria, Tunisia, Algeria, Morocco, Oman, Saudi Arabia, others)	April 2010- December 2016
Jordan	2009-2010

13. Professional experience record (most recent experience)

Date from - Date to	Location	Company	Position	Description
March 2015-Present	Germany	WEE Pros GmbH	Co-Founder & Managing Director	<p>Managing daily operations of the company including: managing ongoing projects, seeking new business opportunities and proposals development</p> <ul style="list-style-type: none"> Water Utilities Technical Assistance Specialist, Capacity Development Expert Project Manager for the Development of a Concept Note for the Energy Efficiency Center of Excellence in Mafraq Governorate in Jordan-GIZ Regional capacity development expert, German Credit Facility to Assist the Return of IDPs in Iraq (GCFI), Republic of Iraq International Short-Term Expert (Team Leader) for field of Activity B: Provision of Services to Increase Water Efficiency Project, under GIZ-Vocational Training and Skill Enhancement for Jordanians and Syrian Refugees in the Water Sector (VTW) Project O&M short term expert for the assessment of 94 sewage treatment plants in Saudi Arabia WASH expert for the Union for Mediterranean (UfM) in developing the Water Agenda under Global Water Partnership-Med technical assistance team Water Efficiency expert, Market Study for Market Study on Climate Resilient Building and resources efficiency in Jordan Technical Backstopping for the Technical Assistance to Libyan Water Institutions Planning for and building resilience to future shocks project

				<ul style="list-style-type: none"> ○ Technical Assessment Expert, Feasibility Study for improvement or rehabilitation of existing water infrastructure in North Iraq
April 2010-December 2016	Amman, Jordan	Arab Water Utilities Association (ACWUA)	Director of Programs and Technical Services-Assistant Secretary	<p>Responsible for managing technical programs and research projects, developing all technical and training content for all technical areas within the Association, in addition to developing a policy and strategy, to be approved by the General Secretariat and the Board of Directors, do business development initiatives and draft MOUs, proposals and concept notes to seek funding for ACWUA:</p> <p>Managing all ACWUA projects 2010-2016:</p> <ul style="list-style-type: none"> • Water Integrity in Maghreb and Near East Project funded by GIZ <p>Project activities aim to develop instruments and advocate quality standards to enhance the technical and commercial performance of water and wastewater utilities, and to test and promote their application in water utilities through a blend of regional dialogue, training and networking.</p> <p>Water Transparency, Accountability, Participation (TAP) was implemented between 2013-2015 by water utilities in Morocco (ONEE), Tunisia (SONEDE), Egypt (3 companies of the HCWW: Luxor, Gharbia, Aatrouh) and Jordan (Miyahuna, Aqaba Water and WAJ).</p> <ul style="list-style-type: none"> • MENA WANT Project funded by GIZ <p>Managing the project from ACWUA side; MENA WANT has four components that address various water sector stakeholders towards good water governance, a variety of key thematic topics and different levels of trainees:</p> <ul style="list-style-type: none"> • MENA Water Forum to advocate water governance in MENA region • Improved Water Utilities Performance (WUP-Train) – A regional capacity building programme focusing on water governance principles • Public Awareness Dialogue • International Leadership Training (ILT) • E-Learning

				<ul style="list-style-type: none"> • Benchmarking water services in Jordan program funded by EBRD <p>Managed 2 years project for conducting benchmarking exercise for 9 water utilities in Jordan, the main functions/performance indicators measured from participating utilities at different categories in this project were: Water resources, Water Quality, Water Losses, Financial, Quality of Service, Operations, and Personnel. Conducted series of workshops for performance assessment and performance improvement and trained water utilities in using online benchmarking tool for data acquisition and data analysis.</p> <ul style="list-style-type: none"> • Developing and Expanding Certification to cover Business Management and Operational Excellence (DECOE) funded by USAID <p>Drafted a proposal to seek USAID grant funding to help ACWUA meet its strategic objectives and led the following project activities:</p> <ul style="list-style-type: none"> • Update ACWUA Marketing Strategy and Communication Plan • Obtain Intellectual Property Right for all ACWUA publications • Attain ISO certification for ACWUA operations • Update certification training programs in the following fields: <ul style="list-style-type: none"> • <i>Water Utility Systems</i> • <i>Wastewater Networks, Treatment and Reuse</i> • <i>Industrial Wastewater Management</i> • <i>Water Quality & Lab Management</i> • <i>Water Utility Leadership Empowerment Program</i> • Roll out the application of the new sustainability tool on Energy Efficiency in Water Utilities <ul style="list-style-type: none"> • Supporting ACWUA Technical Working Groups (Utility Management and Utility Reform) funded by Sida <p>Managed 3 years funded project on supporting 2 technical working groups of ACWUA:</p> <ul style="list-style-type: none"> • Introduced priority management topics for research and discussion (i.e. Cost Recovery, Non-Revenue Water, Energy Efficiency, Water
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				<p>for the Poor and Asset Management) and under Utilities Reform an accumulated knowledge on private sector participation, decentralization and autonomy shed the light on utilities structure reform in the Arab region.</p> <ul style="list-style-type: none"> Organized workshops and managed the participation of TWGs' members from all Arabic countries to share experiences, exchange knowledge Developed Case Studies publication in Management of Utilities and Utilities Reform in the Arab region Developed guiding principles in Management of Utilities and Utilities Reform in the Arab region <ul style="list-style-type: none"> Training Manager for Water Utilities Management Capacity Building Program (WUM-CBP) in cooperation with Engicon O&M and DWA <p>M. WUM-CBP offered a series of training modules in the following areas (from 2011-2013):</p> <ul style="list-style-type: none"> Planning & Design for Water and Wastewater Systems GIS application for Water Utilities Operation & Maintenance of Water & Wastewater Facilities Non-Revenue Water Management <p>https://acwua.org/images/training_program_2013_pdf.pdf</p> <ul style="list-style-type: none"> Training Manager for Water Operators Certification Programs- Certified Program by Center of Accreditation and Quality Assurance (CAQA) for TVET, Jordan <p>Managed ACWUA water operator certification program for 30 Jordanian operators from the Water Authority of Jordan (WAJ) on Water Distribution Operator level 1 & 2 funded by the "Institutional Strengthening and Support Program (ISSP) - USAID Project" and produced promotional material for the certification program overall from (2012-2014)</p> <p>https://acwua.org/library/acwua-publications/161-certification-booklet/file</p> <ul style="list-style-type: none"> ACWUA WANT Project funded by GIZ
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				<p>Project Manager of the ACWUA WANT program (2014-2015) "Strengthening the MENA Water Sector through Regional Networking and Training" is a regional capacity development program to assist the Arab Countries Water Utilities Association (ACWUA) and its members, develop instruments & standards to enhance the commercial and technical performance of water utilities and to promote & advocate their application in pilot utilities and across the region through a blend of dialogue, training & professional networking (WANT = water networking and training).</p> <p>The goal, focus, approach and products are developed under the guidance of the ACWUA Technical Working Group - Capacity Building and Training (TWG-CBT) and other relevant ACWUA TWGs and Task Forces on special themes, e.g.: Quality Management System/ Technical Sustainable Management (TSM), Energy Efficiency (EE), and Benchmarking (BM), Public Awareness (PA) and E-learning.</p> <p>• Improving Water and Sanitation Services in the MENA Region (IWSMR) funded by USAID</p> <p>Managed the 2 years 2 million USD project from ACWUA side including the following activities:</p> <ul style="list-style-type: none"> • Developed ACWUA Strategic Pan (2015-2019) • Developed Certification Information System (CIS) • Developed ACWUA Financial Manual • Developed ACWUA Project Management Manual • Developed ACWUA Utilities Twinning Manual • Implemented Regional Certification Operators Training Program (RCOTP) <p>• Developing diagnosis and strategies to reduce Non-Revenue Water in the MENA Region (FABRI Project) funded by USAID</p> <p>Managed 2 years research grant from MENA Network for Water Centres of Excellence:</p>
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				<ul style="list-style-type: none"> • Analyse the causes for high NRW in the Arab Region utilities and investigate the reasons behind fluctuations in NRW management performance through understanding the underlying factors and challenges related to: sector governance, utility organization and structures, operational systems and functions, nature of supply and services, and network physical status • Develop the capacity within ACWUA to provide support to its utility members to target NRW reduction and advance utilities efforts to improve performance • Create and strengthen a permanent NRW task force within ACWUA as a continuing technical resource to the region, particularly for expanding the effort to new utilities • Support ACWUA utilities in developing and implementing strategies & action plans to reduce NRW in Jordan, Egypt and Tunisia (Miyahuna, Aqaba Water, Gharbeya Water Company, SONEDE) • Build linkages and knowledge exchange platforms between ACWUA and AfWA members through common research on NRW problems in the region • Created an innovative international-regional cooperation (ACWUA+AfWA+IWA+Private Sector) <p>• Improving Regulatory Framework for Standards of Wastewater Discharge in Jordan program funded by EBRD</p> <p>Managed the project team working closely with Water Authority of Jordan and the legal advisory firm to implemented the following activities for trade effluents in Jordan:</p> <ul style="list-style-type: none"> • Update the inventory for source of trade influent • Define the hazard substance in the influence form different industries • Define trade effluent quantities • Link all the industries and factories to the GIS system connected to the sewage system • Drafting By-Law for trade effluents management framework in Jordan • Conducted series of workshops for project stakeholders and target groups <p>• Horizon 2020 Capacity Building funded by EU:</p>
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				<p>Providing strategic assistance to the development and/or implementation of sustainable water management plans, including through promotion of principles adopted for the EU Water Framework Directive, involving inter-sector dialogue as well as collaboration between stakeholders and incorporating water saving targets.</p> <p>• Empowering regional Civil Society Networks to take an active role in Integrated Water Resources Management (IWRM) in the Southern Mediterranean Region (Entire Project) funded by EU:</p> <p>The main objective of ENTIRE projects is to strengthen the role of civil society organisations in reforms, democratic changes and sustainable development of the water sector in the Southern Mediterranean region (SMR).</p> <p>• Sustainable Water Integrated Management (SWIM) project funded by EU</p> <p>To support Partner Countries in designing and implementing sustainable water management policies at the national and the local levels, in liaison with existing international initiatives in the area concerned.</p> <p>• Developing the Capacities of the Arab Countries for Climate Change Adaptation by Applying Integrated Water Resources Management Tools project funded by UNDA-ESCWA:</p> <p>N. Managed the development of the Climate Change Adaptation in Human Settlements Using Integrated Water Resources Management (IWRM) Tools module on behalf of ACWUA to assist Arab Governments to build their capacity for climate change adaptation. This is sought by:</p> <ul style="list-style-type: none"> • increasing understanding of climate change impacts on water resources and associated vulnerabilities to inform climate change adaptation policy-making; • providing a set of regionally appropriate IWRM tools for supporting climate change adaptation in five key sectors (agriculture, economic development, environment, health, and human settlements); • enhancing knowledge of associated best practices in each of the five sectors that may be drawn upon to support the preparation of national and sector based adaptation and development plans.
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				<ul style="list-style-type: none"> • Project Manager for SIDCCO Engineering Center Development Knowledge Transfer Project, Domestic & Industrial Water & Wastewater Treatment Plants <p>The State Industrial Design and Consultation Company (SIDCCO), is wholly owned by the Iraqi Ministry of Industry and Minerals. The main objective of the project was:</p> <ul style="list-style-type: none"> ○ To train SIDCCO' personnel and give advice for design engineering services for water and wastewater treatment. ○ To transfer the knowledge of international standards, which shall be adopted to build an in-house capacity in the future, under taking into consideration technical and economic aspects and potential energy saving as well as compliance with the relevant technical standards. ○ To provide technical support to SIDCCO in the implementation of the training program in Iraq after the completion of the project <ul style="list-style-type: none"> • Contributed to the following publications related to capacity development and knowledge transfer for water & wastewater utilities in the Arab region: <ul style="list-style-type: none"> • READER: Energy Efficiency in the MENA region-Good practices from ACWUA members: https://acwua.org/wp-content/uploads/2018/08/E-Reader-complete-112015.pdf • Guidelines: Energy Efficiency in Water and Wastewater Utilities: https://acwua.org/wp-content/uploads/2018/08/Guidelines-Energy-Efficiency.pdf • Reader – Good Practices: Public Awareness Experiences in the MENA Region: https://acwua.org/library/acwua-publications/226-public-awareness-experiences-from-the-mena-region/file • TSM - Arab Requirements for Water Treatment Facilities (WTF): https://acwua.org/library/acwua-publications/228-tsm-water-treatment-facilities/file • TSM - Arab Requirements for Wastewater Treatment Facilities: https://acwua.org/library/acwua-publications/227-tsm-wastewater-treatment-facilities/file
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				<ul style="list-style-type: none"> • WATER TAP Manual: A practical guide to managing water integrity in water utilities-Experiences from pilot projects in the MENA region: https://acwua.org/library/acwua-publications/229-water-tap-manual-water-integrity/file • Water Utilities Management in The Arab Region: Lessons Learned and Guiding Principles (Arabic & English): https://acwua.org/library/acwua-publications/230-water-utilities-management-in-the-arab-region-lessons-learned/file • Water Utilities Reform in The Arab Region: Lessons Learned and Guiding Principles (Arabic & English): https://acwua.org/library/acwua-publications/232-water-utility-reform-in-the-arab-region-lessons-learned/file • Management of Water Utilities: Case Studies from The Arab Region: https://acwua.org/library/acwua-publications/225-management-of-water-utilities-case-studies-from-the-arab-region/file • Water Utilities Reform: Case Studies from The Arab Region (Arabic & English: https://acwua.org/library/acwua-publications/231-water-utilities-reform-case-studies-from-the-arab-region/file <ul style="list-style-type: none"> • Scientific Committees Chairman and Conference Manager (Team Leader) for the following conferences: <ul style="list-style-type: none"> • 1st Arab Water Week (Cost Recover at Water & Wastewater Utilities in the Arab Region), Amman, Jordan, 2010 • 4th ACWUA Best Practices Conference (Water and Wastewater Utilities Reform in the Arab Region: Changes and Challenges), Sharm Al Sheikh, Egypt, 2011 • 5th ACWUA Best Practices Conference (Utilities Perspective on Water Resources Management in the Arab Region) Muscat, Sultanate of Oman, 2012 • 2nd Arab Water Week (New Prospects and Challenges for the Water Sector in the Arab Region), Amman, Jordan 2013 • 6th ACWUA Best Practices Conference (Standardization & Certification in Managing Water Utilities in the Arab Region), Algiers, Algeria, 2014 • 3rd Arab Water Week (Innovations & Sustainable Solutions for the Water Sector in the Arab Region), Dead Sea, Jordan, 2015
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				<ul style="list-style-type: none"> • Technical Team leader of ACWUA delegations and sessions in International events: <ul style="list-style-type: none"> ○ Wasser Berlin International 2011, Berlin, Germany ○ World Water Week 2011, Stockholm, Sweden ○ IFAT 2012, Munich, Germany ○ IWA Development Congress & Exhibition 2012, Kuala Lumpur, Malaysia ○ Wasser Berlin International 2013, Berlin, Germany ○ World Water Week 2013, Stockholm, Sweden ○ IFAT 2014, Munich, Germany ○ IWA World Water Congress & Exhibition 2014, Lisbon, Portugal ○ Wasser Berlin International 2015, Berlin, Germany ○ IWA Development Congress & Exhibition 2015, Dead Sea, Jordan ○ IFAT 2016, Munich, Germany <p>In overall, here are some of responsibilities among others:</p> <ul style="list-style-type: none"> • Manage all ACWUA projects (technical assistance, research and consulting services) to water utilities in the Arab region • Managed international and regional business development relations and partnerships • Drafting MOUs, cooperation agreements and proposal development • Oversee the overall training and professional development program of ACWUA. • Conduct training needs assessments to define targeted needs for training. • Manage all Best Practice and the Arab Water Week conferences. • Network with other partner and network institutions, and associations, to create a comprehensive, annual calendar of training opportunities for ACWUA members. • Develop themes and content for all conference technical sessions. • Oversee the conduct of all training courses developed by the ACWUA. • Oversee preparation of all manuals and guides developed and published by ACWUA. • Maintain the ACWUA Technical and Reference Library. • Develop and propose professional certification programs to be administered by ACWUA
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				<ul style="list-style-type: none"> Organize ACWUA participation in international exhibitions and conferences
February 2009-April 2010	Amman, Jordan	Instituting Water Demand Management in Jordan Project (IDARA), USAID funded project for the Ministry of Water and Irrigation	Water Management Task Leader Demand Specialist-	<p>Leading many tasks which include:</p> <ul style="list-style-type: none"> Develop Best Management Practices (BMP) Guides on conservation for nonagricultural water. Develop Best Management Practices (BMP) Guide for High-Rise and High-Density Developments Areas. Develop a National Standardized Plumbing Code. Establish a (Master Plumbers) Certification and Vocational Training Program.
April 2007-August 2007	Amman, Jordan	Instituting Water Demand Management in Jordan Project (IDARA), USAID funded project for the Ministry of Water and Irrigation	Planning/Implementation & Evaluation Specialist,	<p>The project focuses on three areas of intervention—building institutional capacity, creating an enabling environment, and conducting activities that demonstrate effective water demand management. These activities will change standard operating procedures, create a critical mass of expertise, revise public thinking about what can be achieved through the effective management of water, and promote public-private initiatives for the implementation of best water saving practices.</p> <p>I had to leave this position to get enrolled in the Master's program.</p>
January 2005-August 2007	Amman, Jordan	ECO Consult	Senior Environmental Analyst	<p>Responsibilities:</p> <ul style="list-style-type: none"> Project Management Developing Relationships with existing clients Practice Contribution in the Environmental Arena Participating in Proposal development Provide feedback and guidance on areas of expertise and develop industry skills Provide technical input <p>Tasks and projects worked on:</p>

				<ul style="list-style-type: none"> • Senior Environmental Analyst, Environmental Impact Assessment for Dibbeen Tourism Project, 2006 • Environmental Analyst, Production of and Training delivery of an Environmental Impact Assessment Toolkit for Municipal Officers, GTZ project, 2006 • Analyst, Field Survey on Farmers Satisfaction with Irrigation Water Distribution Services, GTZ project, 2006 • Project Coordinator, Municipal Joint Service Councils Assessment Study, the Regional and Municipal Development Program, funded by the World Bank, 2006 • Environmental Analyst, Financial Accounting System (USAID funded project) Ministry of Water and Irrigation, Jordan, May 2006 • Environmental Analyst, Strategic Investment Program and Financial Scheme for the Municipality of Madaba, April 2006 • Environmental Analyst, Saudi Arabia Landfill Inspection and Assessment, Riyadh KSA, April 2006 • Project Assistant, Municipal Capacity Assessment, the Regional and Municipal Development Program, funded by the World Bank, 2005 • Project Assistant, Municipal Social Assessment, the Regional and Municipal Development Program, funded by the World Bank, 2005 • Environmental Analyst, in cooperation with Charles River Associates (CRA, UK), Market Study of the Saudi Arabian power and water markets in specific reference to the Shoaiba Independent Water and Power Plant facility, KSA, 2005. • Assisted the team in multi key roles in the project formulating a 'Strategic Framework for Private Sector Participation in Solid Waste Management in Jordan' as part of the Regional Solid Waste Management Project in METAP Mashreq and Maghreb Countries, World Bank Group, Jordan, 2004-2005 • Follow-up on USAID Indefinite Quantity Contractors (IQC's list) and the EU Multiple Framework lots, liaising with the international contractors to perform different development projects in the MENA region
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June – December 2004	Amman, Jordan	Water Efficiency and Public Information for Action (WEPIA) Project	Programs Officer	Responsibilities: <ul style="list-style-type: none"> Assisting in designing, preparation of educational materials and implementation of the Interpretation centre at Mansoura and Za'tari water conservation Model Parks for arid landscaping in Irbid and Mafraq governorates. Monitoring and following up community grants programs related to water and poverty alleviation in the poor and rural areas of Jordan Member of the organizing team of the International Water Demand Management Conference, Dead Sea, Jordan. Coordination and supervising logistics for the Water Demand Management Master Degree program between AED/WEPIA and Jordan University of Science and Technology. Assisting in the development, implementation, tracking and monitoring of WEPIA's Retrofit Program; conducting water audits, developing the retrofit feasibility analysis and following up the site retrofit.
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14. Other relevant information:

Publications

MSc dissertation: “Water Demand Forecasting for Residential Areas in Amman” The study shed the light on the water situation in Amman in the light of the increased population and economic growth. The methodology used is End-Use analysis using data logging and sub-metering for 3 types of dwellings (apartments, urban houses and urban villas)

Other education

Water Demand Management Masters Certification Courses, Jordan University of Science and Technology, Irbid, Jordan (July – August 2004)

Seminars, lectures attended

More than 20 international conferences and workshops attended while working with ACWUA and earlier.

Scholarships received:

- Awarded a scholarship from DAAD “Deutscher Akademischer Austausch Dienst - German Academic Exchange Service” for IWRM master program
- Awarded CNRD-Exceed scholarship for CNRD PhD program since October 2011-2013

FADIA AL-HUSSEINI

PROFESSIONAL EXPERIENCE

ECO CONSULT

Hydroponics Agriculture and Employment Development Project Project Manager

2017- 2018

Funded by the Dutch Ministry of Foreign Affairs to advance Jordan's horticultural value chain and create jobs through the adoption of hydroponic techniques at both commercial and community-based levels. Led start-up of this €13 million project, including building of the team, work plan development, monitoring and evaluation system design, project communication and reporting, and stakeholder coordination. Supported an intensive private sector engagement process throughout the assessment of needs, design of applicable technological interventions, engagement with Ministry of Agriculture, and negotiations with solution providers which resulted in 3 Jordanian-European commercial partnerships with €0.5 million of private sector funds leveraged, anchor Jordanian growers acting as early adopters and attraction of internationally-renowned solution providers to the Jordanian market for the first time. Additionally, oversaw the identification of community-based interventions, selection of eligible grantees, and managed the successful procurement transactions of the first batch of commercial hydroponic greenhouses.

CHEMONICS INT.

USAID Building Economic Sustainability Through Tourism Project (BEST) and USAID Economic Growth through Sustainable Tourism (EGST)

Deputy Chief of Party

2012-2017

(previously under the title Program Support Component Lead for EGST)

Supported the Chief of Party in project oversight and daily management of the above-mentioned USD 36 million and USD 10 million projects (respectively) and a team of 45 to ensure consistency with the projects' work plans and contract requirements. Led and mentored six managers and a team of 18 to ensure project implementation, grants management, environmental compliance, monitoring and evaluation (M&E), reporting systems, procurements, and financial management are in full compliance with contract and USAID rules and regulations, resulting in consistently successful audit results by USAID and Chemonics Home Office. Led the successful start-up of the newly awarded BEST project simultaneously with EGST close-down. Forged strong communication channels with USAID and Chemonics Home Office and fostered linkages across the project to maximize synergy of efforts and minimize departmental silos.

**USAID Jordan Economic Development Program (SABEQ)
Special Economic Zones Organisational & Regulatory System Development Expert
2009-2011**

Embedded as an advisor to the Investment Commissioner to provide on-site institutional capacity building, regulatory reform and systems development for the Development Zones Commission (DFZC) for the improvement of the investment enabling environment. Key undertakings included:

- Design and implementation of a cross-agency, risk-based, one-stop-shop permitting system and environmental clearance procedures to regulate the operation of economic activities in the zones, with close input from the Master Developer of each zone.
- Development of standard operating procedures and other management tools to institutionalize the new systems and delivery of extensive on-the-job mentoring to staff and guided the successful roll-out of the one-stop-shop.
- Supported the drafting of regulatory tools (by-laws and MoUs) and the reconciliation of the different regulatory frameworks of DZC and the Free Zones Commission in preparation for their merger.
- Conceptualization of the environmental clearance standard operating procedures and development of management tools for the commission and master developers, including Manual for Environmentally Low Risk Economic Activities-based on the ISIC Classification, the Template for an Environmental Management Plan, and Strategic Environmental Management Plans for three development zones.

CHEMONICS INT.

**USAID JORDAN TOURISM DEVELOPMENT PROJECT
Program Support & Environment Component Leader**

2008-2009

Supported the Chief of Party in project oversight and management of this USD19 million project. Was Responsible for quality control over project deliverables, managed the development and fulfilment of project work plans, set up monitoring and evaluation systems, oversaw implementation of systems and procedures, grants management, project reporting, financial management, compliance with USAID regulations, and ensuring inter-component coordination. Component portfolio also included gender integration into project activities, upgrade of environmental performance and introduction of good practices within tourism industry, promotion of responsible tourism and eco-certification.

Tourism Institutional & Sector Reform Component Leader

2005- 2008

Led initiatives aimed at modernizing the regulatory and institutional frameworks governing the sector based on a series of private sector consultations to identify bottlenecks to enhanced business performances and to better align the vision among the private sector stakeholders. Key undertakings included:

- Facilitated the development of institutional strategies for the Ministry of Tourism and the Department of Antiquities, and the development of a manual for standardized management of heritage sites.
- Managed a team of international and local legal consultants resulting in the submission of a new tourism law and a set of sectoral bylaws based on international best practices and in line with the National Tourism Strategy vision and goals.
- Took a lead role in the design and facilitation of a nation-wide conference on “Management of Tourism Growth” with the involvement of private and public sector stakeholders.

- Ensured environmental compliance of project activities and delivered the Initial Environmental Examination (IEE) for the USAID Jordan Tourism Development in the Petra Region Project.

USAID AMIR 2 Program

Director of the National Tourism Strategy Implementation Unit

2004-2005

Embedded at the Ministry of Tourism and Antiquities and reporting to the Minister of Tourism, established the National Tourism Strategy Implementation Unit at the ministry, supported a private-sector led process leading to the sector-wide delivery of the national action plan to implement the National Tourism Strategy. This entailed project planning, process facilitation, and coordination with all stakeholders (public, private, and civil society) across the sector, as well as supporting the national steering committee through monitoring and reporting on implementation progress.

ECO CONSULT (JORDAN)

Director of the Environmental and Natural Resources Group

2000-2004

Led technical studies related to environmental, legal, regulatory, and institutional issues. Key projects included:

Aqaba Special Economic Zone (ASEZ) Support Project, USAID:

As resident advisor to ASEZ, led the development of the ASEZ streamlined one-stop shop permitting system which integrated existing economic activities as well as new investors. Supported the preparation of the legal instruments and technical requirements and provided on-site managerial and technical support to all stakeholders during roll-out of the system. Oversaw the development of public health and safety manuals inclusive of standard operating procedures for risk-based permitting. Designed the conceptual framework for the Compliance Inspection System for ASEZ. Managed a comprehensive business census to map out ASEZ's economic enterprises and setting up a GIS database. Supported the e-enabling of the permitting system, which was Jordan's first e-government initiative and was Silver Winner of the MENA region in the Global Excellence in Workflow Awards. Supported the Environmental Constraint Analysis Study and Strategic Environmental Impact Assessment (SEA) of the Aqaba Special Economic Zone Master Plan.

Other Environmental Studies included:

Capacity Building of the Palestine Authority for Environmental Monitoring of the GIE and the Industrial Sector (funded by the World Bank, implemented in Jordan); Wastewater Reuse Program in Jordan (USAID); EIA of Wastewater Reuse Irrigation Scheme (JICA), Environmental Constraint Analysis Study for the Aqaba Lagoon Project (private sector).

PRIOR EXPERIENCE

Intern, Water Quality Institute/Ecological Modelling Centre, Denmark	1998-1999
Deputy Head of Research & Survey, Royal Society for the Conservation of Nature	1994-1997

EDUCATION & CREDENTIALS

M.Sc.	Environmental Science & Technology, Institute for Infrastructural, Hydraulic, and Environmental Engineering, Delft, the Netherlands
B.Sc.	Biological Sciences, University of Jordan

LANGUAGES: Bilingual proficiency in Arabic and English; introductory Spanish.

PERSONAL: Jordanian citizen

HUSSAM HAWWA

Suggested Project Role: Project Evaluation Expert

Environmental & Biosystems Engineering - Project Management

Education

10/13 - 2/ 14	Designing Constructed Wetlands for Wastewater Treatment - <i>diploma</i> - Completed full course at UNESCO-IHE, Delft, The Netherlands.
9/ 04 - 2/ 07	MSc. Development and Rural Innovation, Wageningen University, The Netherlands <i>Major thesis:</i> Integrated River Basin Management - <i>with honours</i> <i>Minor thesis:</i> Integrated Water Resources Management - <i>technical specialization in drainage</i>
9/ 05 - 11/ 05	Alterra Institute, Wageningen International Course on Land Drainage and Water Management - <i>certificate</i> -
9/ 00 - 6/ 04	BSc. Agricultural Sciences & Biosystems Engineering with Diploma of <i>Ingénieur Agricole</i> , AUB, Lebanon Focus on plant sciences, including six months practical training at AREC.
6/ 04 - 9/ 04	Internship: selected exchange student, EARTH University, Costa Rica Research assistant is assessing efficiency of a six-pond wastewater filtration system, collecting bioindicators.

Work Experience: Project Manager / Technical Expert at Difaf SAL

09/'20 - Present	Final Evaluation of Integrated Natural Resource Management of Union of Tyre Municipalities"/ INTERSOS Development of evaluation tools, interviews, data gathering campaign, final analysis and reporting for solid waste management project involving several municipalities in South Lebanon.
3/'20 - Present	Sustainable Facility Management at Public Schools (SUFA) / GIZ Water audits, hard and soft technical interventions for water conservation and wastewater management at Lebanese public schools, as part of a holistic project involving energy conservation, landscapes, and education
9/'19 – Present	Sustainable Production in water-limited environments of Mediterranean agro-ecosystem (SUPROMED / EU – PRIMA Project Leading team for development & implementation of a socio-economic component of the project. Project aims at introducing technological packages and decision support systems (remote sensing, practices) to farmer communities in Spain, Tunis, Lebanon.
9/'19 – 11/'19	Mid-Term Evaluation of "Integrated Natural Resource Management of Union of Tyre Municipalities"/ INTERSOS Development of evaluation tools, interviews, data gathering campaign, final analysis and reporting for solid waste management project involving several municipalities in South Lebanon.
8/'17 – 2/'20	Establishing a wastewater monitoring Unit; Bekaa Water Establishment / Swiss Development Corporation
2/'19 – 8/'19	Flood Risk Assessment, Anjar & Kfarzabad / Lebanese Reforestation Initiative (LRI) Design and implementation of Flood Risk Assessment and developing site specific mitigation plan.
1/'19 – 5/'19	End of Project Evaluation – for Intaj 3 on Solid Waste Management / Mercy Corps Design and implementation of evaluation methodology and assessments.
6/'18 – 9/'18	Environmental Audit / Hanna Assaf Broiler Farm Conducted a full environmental audit for a farm at the risk of closure, presented to Ministry of Environment.
2/'18 – 4/'18	Mid-term Evaluation of the "Strengthening Lebanese Water and Agriculture Sector" Program / MDFnl Design and implementation of project evaluation methodology.
1/'18 – 1/'19	WWT Solutions For Small Dairy Industries in the Bekaa / Chamber of Commerce, Industry & Agriculture - Zahleh Screening, assessing & proposing wastewater treatment solutions for selected dairy industries, with focus on bottlenecks in current environmental legislation for discharge of effluents to the environment.
11/'17 – 2/'18	Scoping & Project Assessment of High-Value Replenish Projects in The Marshlands, Iraq / GETF Consultancy for 1- assessment of the treatment wetland project design 2- potential water conservation, wastewater treatment and reuse, income generating activities for a GETF RFP development.

	Led a consortium for screening the wastewater sector management and legislation, training and developing a wastewater treatment unit in the Bekaa Water Establishment, Ministry of Energy & Water. The aim is to set standards for monitoring of Environmental Limit Values on treated wastewater based on institutional reform and Lebanese current and future legislation scenarios.
5/'17 – 2/'8	River Restoration of Ostwan River, Akkar / ACTED Assessing environmental degradation (soil erosion, tree cover, stability) of the River and suggesting restorative interventions and plan for halting and reversing the damage to the river ecosystem.
12/'16 – 2/'17	Global Research On Micro-Plastics in Drinking Water / Orb Media & University of Minnesota Survey method development and implementation of sampling campaign. The research was a global eye opener on production, transportation and effects of micro-plastics on the environment and health.
11/'16 - 5/'17	Small to Medium Biogas System Site-Identification in Lebanon / CEDRO, UNDP Technical assessment survey and feasibility study for potential biogas system sites after scoping 20 potential farms.
7/'16 – 2 /'17	Technical Guidelines For Water Abstraction In Buffer Zones Of Protected Areas (PAs) / StreG / GFA Led technical team on research of extraction impacts on ground water dependent ecosystems. The aim was to develop capacity of the Ministry of Environment and current institutional laws and legislation on PAs.
9/ '15 – 1/'17	Feasibility Study & Design For Biogas System In Refugee Context, Bekaa / UNHCR Led technical team of multi-sectorial experts for feasibility study.
11/'15 - 12/'15	Five Policy Briefs on Water & Wastewater Issues in the Arab World / Triangle Consulting Led research team and final peer-review for producing five briefs that were published on-line.
4/ '15 - 2/ '16	Euro-Mediterranean Green Jobs Project, International Labour Organization, Shouf & Akkar / ITC -ILO Led research team of multi-sectorial experts for green market assessments.
3/ '15 - 9/ '15	Restoring Ecosystem Functions & Promoting Sustainable Community Water Management / SPNL NGO Led team, produced guidelines and trainings for municipality on environmental water and soil monitoring.
1/ '15- 7/ '15	Securing Clean Drinking Water in Lebanese Public Schools / Rotary Club Association, Lebanon Led technical evaluation of project mid-term assessment and recommendations for improvement.
11/ '14 - 8/ '15	Integrated Water Reform Strategy at Domain Taanayel, Bekaa / arcenciel Technical consultancy for river water intake, treatment, storage, irrigation scheme of 60 ha. arable land. Led project to design and supervise two new reservoir lakes (total capacity 54,000 m ³).
7/ '14 - 11 / '14	WASH Technical Assessment, Palestinian Gatherings, Tyre / NRC Lead socio-technical needs assessment of water and wastewater infrastructure at Gatherings.
6/ '14	Biodiversity Exhibition, Tyre Nature Reserve / Municipality of Tyre Organized & informative exposition of rare and special fauna and flora species found in Tyre Natural Reserve.
6/ '14 - present	Founded Difaf – <i>engineers & scientists for better environmental systems</i>
Founder - CEO	Consultancy & design bureau for assessing, conserving, restoring water and environmental systems.
Work Experience: Technical Consultant	
9/ '13 - 4/ '14	Water Quality Assessment Campaign, WAT Project / Lebanon Mountain Trail Association Planning, implementation, and assessment for all LMT freshwater springs in Lebanon over two seasons
6/ '10 - 1/ '13	"Litani River Basin Management Support" / Dar Al-Handasah Nazih Taleb & Partners IWRM adviser for CoP in a USAID project for technical and institutional support to Litani River Authority on IRBM for Litani, water conservation and treatment methods, surface flow measurements, lake bathymetry, BoQ preparation, tender evaluation, river-walk of Litani documenting pollution in riparian system
8/ '9 - 1 / '10	Micro-credit Income Generation Program for Inmate Families / Drosos Foundation Monitoring and evaluation officer, final project assessment in South Lebanon
3/ '09 - 7/ '09	Landscape Design and Ecosystem Management Course (LDEM 265) / American University of Beirut Part-time instructor at AREC for final year projects linking agriculture with sustainable landscaping
8/ '07 - 2/ '09	Technical Coordinator / GVC <ul style="list-style-type: none"> Field officer for "Household gardens through the introduction of grey water treatment & reuse systems" Field officer for "Support to rural production & six cooperatives network Karam al-Janoub"
4/ '07 - 8/ '07	SWAP EU-Med Project, Lower Litani River Basin / AFIAL Final assessment of sustainability reforms by LRA for irrigation and pricing schemes of Quasmieh project

Main Presentations /

Trainings Provided

22/ '16	"Cost-effective Decentralized Wastewater Treatment Technologies", UN-ESCWA, Amman, Jordan Invited speaker for Climate Change Adaptation in Settlements Using IWRM Tools conference
6/ '15	Final Findings of "Green Skills Market Analysis" research project, ITC-ILO, Sardinia, Italy Invited speaker as country representative to present final findings
5/ '14 Lebanon	"River Restoration: Concept, Techniques, and Case Studies", Fifth Beirut Water Week, MoEW, Invited speaker by Ministry of Energy and Water
6/ '13	Permaculture instructor, SOILS NGO, Jizzine, Lebanon Basic design principles and techniques in agro-ecology
8/ '13	Agricultural and water management strategies in the Arab Region, Greenpeace-Med, Jordan Invited consultant for regional board meeting
9/ '12	Decentralized treatment and river basin organizations Study Tour, LRBMS Project, South of France Lead and facilitated practical educational visits for ten Litani River Basin Mayors from major towns in Bekaa
6/ '09 - 7/ '09	Facilitator for "Food and Health in Rural Lebanon" for IDRC IBSAR, Bekaa, Lebanon Multi-stakeholder conference organization and facilitation

Main Workshops /

Trainings Received

9/ '17 - 9/ '17 -	"Water & Sustainable Development Strategies in Arid regions under a Changing Climate" - <i>certificate</i> Invited by SDC & Technical University of Lanzhou, China
9/ '17 - 9/ '17	Water Evaluation & Planning Software (WEAP) Basic Design Course
8/ '16 - 8/ '16	"Water Cooperation Quotient" workshop between African & MENA experts - <i>certificate</i> - Entebbe, Uganda
6/ '14 - 7/ '14	Training on "Appropriate Technologies for Resources Valorisation in Sanitation Sector" - <i>certificate</i> - Invited by CeTAM Lab, University of Brescia, Italy
2/ '13	International Permaculture Design Course - <i>design certificate</i> - Two-week training on theoretical and practical methods, Nawaya NGO, Abu-Sir, Egypt
7/ '11	Technical training on SONTEK S5-M9 River Surveyor for bathymetric surveying on Quaroun Lake LRBMS Project, support for Litani River Authority (<i>see work experience</i>)
5/ '12	Workshop on "Water Retention Landscapes" Tamera Research Centre, Portugal
1/ '11 - 3/ '11	Business plan writing and project pitching - <i>finalist selection</i> - Maurice Fadel Business Plan Competition, Lebanon
7/ '08	NeWater Summer School "Methods for Adaptive Management of Water Systems" - <i>certificate</i> - Scholarship from Global Water System Project, Köningswinter, Germany
6/ '07	Training on stakeholder analysis for "SWAP" project Scholarship from CIHEAM-IAMB, Istituto Agronomico Mediterraneo di Bari, Italy
3/ '05	Workshop on conservation agricultural practices - <i>certificate</i> - International scholarship from Cambridge University, United Kingdom

Affiliations	Member in the Lebanese Order of Engineers and Architects, Voted Speaker in 2018 Ifaf company accepted as consultant for Environmental Studies (pending official announcement)
Languages	Arabic (mother-tongue), fluent English, good French, basic Spanish
IT Skills	MS Office (all programs), basic ARC-GIS, SPSS, Surfer, WEAP, PRIMAVERA, Slack
Technical Skills	Water quality analysis (LaMotte SMART 2), flow measurements, SONTEK River Surveyor S5/M9, GPS, ProDSS

HAZM DAHBOUR

PROFESSIONAL EXPERIENCE

EMPLOYMENT HISTORY		
From-To	Position/Organization	Description
Aug 2016 — Present	Data Analyst and Quality Assurance Specialist	<ul style="list-style-type: none"> • Responsible for logistics management of large-scale data collection activities. • Specialize in quality management of large data sets. • Responsible for supervision of fieldwork. • Responsible for management of quality assurance. • Interpret data, analyze results using statistical techniques and provide ongoing reports. • Conduct data analysis through survey and data analysis software such as FLUID, SPSS, Survey Monkey. • Identify, analyze, and interpret trends or patterns in complex data sets. • Develop and implement databases, data collection systems, data analytics and other strategies that optimize statistical efficiency and quality. • Locate and define process improvement opportunities.
	Integrated Services, Indigenous Solutions (INTEGRATED)	
Jan 2016 — July 2016	Data Processor and Quality Assurance Supervisor	<ul style="list-style-type: none"> • Supervision of fieldwork • Optimization of processes and operations • Management of quality assurance • Monitor and cleaning Data • Analysis of data • Supervision of deliverable • Client meetings • Establishing processes Client servicing
	Mindset Research MENA, Jordan	
Oct 2014 — Dec 2015	Operation Supervisor	<ul style="list-style-type: none"> • Supervision of fieldwork • Optimization of processes and operations • Management of quality assurance • Monitor and cleaning Data
	Mindset Research MENA, Jordan	
Feb 2014 — Sep 2014	Production Planning Engineer	<ul style="list-style-type: none"> • Make a daily plan for production lines of several products • Develop the productivity and obtain the best way to minimize the set up time.
	Sayegh Group, Jordan	
Sep 2011 — Feb 2012	Quality Control and Assurance Intern	<ul style="list-style-type: none"> • Support of Six Sigma project which included collecting, evaluating, analyzing and interpretation of experimental data using Minitab statistical software. • Check of QMP tasks, such as a Quality concept for series production. • Developing a questionnaire for the Quality Management Automotive Audit VDA 6.3
	Continental, Ingolstadt, Germany	

PROJECTS/CONSULTING ASSIGNMENTS

From-To	Position/Project/Organization	Description
Nov 2018 - Present	Data Analyst and Quality Assurance Specialist	An assignment to evaluate protection, livelihoods, education and social cohesion activities conducted in UN Women's Oasis centers in Zaatari and Azraq Refugee Camps and among host communities.
	UN Women Jordan Eid bi Eid Programme End of Project Evaluation	
	INTEGRATED	Managed database creation, tablet-based survey data collection among 125 respondents in camps. Managed quantitative data analysis.
July 2018 - Present	Data Analyst and Quality Assurance Specialist	An assignment to conduct a rigorous needs assessment covering 200 UNICEF Makani centers and dozens of public schools nationwide, and to develop, test, and roll-out new tablet-based materials for use in double-shifting public schools throughout Jordan.
	UNICEF Multi Media Education Materials and Teaching Aids for Syrian Children aged 4-12 in Jordan	
	INTEGRATED	Manage database creation, tablet-based survey data collection among all beneficiaries for a baseline study, pilot study, and project rollout. Manage quantitative data analysis.
Mar 2018 – Jun 2018	Data Analyst	An assignment commissioned by USAID CIS to assess the relevance, appropriateness, coherence, effectiveness and sustainability of a selection of gender equality and female empowerment focused grants. The assessment is both a descriptive and evaluative exercise that will focus on data collection and analysis within the scope of an evaluation framework.
	USAID Civic Initiatives Support Project (CIS) Gender Equality and Female Empowerment (GEFE) Portfolio Assessment	
	INTEGRATED	Responsible for coordination of all logistics needed to support the data collection effort, and engaging in the data analysis, aggregation and reporting.
Nov 2017 – Dec 2017	Data Analyst and Quality Assurance Specialist	A baseline study that was conducted in 12 municipalities in Jordan to study the situation in these communities with regards to four main areas: Decentralization, Organizational Capacity, Environmental Challenges and SWM and Community Engagement; and to provide findings and recommendations for the Federation of Canadian
	Federation of Canadian Municipalities (FCM) Jordan Municipal Support Project (JMSP) Baseline Assessment	

	INTEGRATED	<p>Municipalities (FCM) to design its future programmatic interventions. The purpose of this study was to help ensure that FCM's assistance to these municipalities is effective, and that it maximizes the benefits to each community and the Jordanian population at large in a gender-inclusive manner.</p> <p>Responsible for sampling the target population and ensuring sampling protocols are adhered to; providing technical and logistical support for data collectors; providing quality assurance for data collected; and reporting.</p>
Jun 2017 – Dec 2017	Research Analyst	<p>All Children Reading- Grand Challenge for Development and Digital Learning for Development (DL4D), partners of the EduApp4Syria, aim to improve educational systems in developing countries in Asia through testing digital learning innovations and scaling proven ones. Specifically, they seek to assess: the effects on literacy learning; the transferability of knowledge; and the improvements in psychosocial well-being. The evaluation assessed the technical, gaming, literacy instruction and psycho-social aspects of the apps and compared these against commonly-accepted measures of quality and evidence-based practice.</p> <p>Responsible for ensuring sampling protocols are adhered to; providing field management support for data collection; providing quality assurance for data collected; analysis of data for baseline and end-line, and conducting Difference in Difference Analysis on EGRA and SDQ.</p>
	EduApp4Syria Impact & Technical Evaluation	
	INTEGRATED	
Nov 2016 – May 2017	Quality Assurance Supervisor	<p>Applied international-standard tools such as the Early-Grade Reading Assessment and the Early-Grade Mathematics Assessment (EGRA and EGMA) to quantitative assessments at baseline, mid-line and end-line for a longitudinal study of early-grade children in schools throughout Jordan.</p>
	USAID/Jordan Early Grade Reading and Mathematics Project (RAMP) Impact Assessment	<p>Responsible for supervising field work, logistics planning and quality assurance of field work.</p>
	INTEGRATED	
2016-2017	Data Analyst and Quality Assurance Supervisor	Evaluation of Darb, a national internship and employability program implemented in partnership

	LOYAC Darb Project Performance Evaluation	<p>with King Abdullah II Fund for Development (KAJD), assessing the impact and sustainability of Darb program, generating findings and recommendations for follow on programming, and the development of an M&E framework in line with the new LOYAC strategic plan.</p> <p>Provided researchers data set and supervised their work. Responsible for online survey system and uploading and modifying the questionnaire. Exported and cleaned the data. Provided frequency table for the data through SPSS.</p>
	INTEGRATED	
2016-2017	Data Analyst and Quality Assurance Supervisor	<p>Programmatic impact assessment of We Love Reading, a nascent civil society organization in Jordan, to integrate into its strategic plan to increase overall impact of programming.</p> <p>Supervised field work. Responsible for online survey system and uploading and modifying the questionnaire. Exported and cleaned the data. Provided frequency table for the data through SPSS.</p>
	Impact Assessment of We Love Reading	
	INTEGRATED	
2015	Data Processor and Quality Assurance Supervisor	<p>Responsible for online survey system and uploading and modifying the questionnaire. Exported and cleaned the data. Provided frequency table for the data through SPSS.</p>
	Cash Pilot Study PDM survey	
	Mindset	
2015	Data Processor and Quality Assurance Supervisor	<p>Final performance evaluation of USAID/Jordan's Strengthening Health Outcomes through Support to the Private Sector (SHOPS) involving a national-scale mixed methods study.</p> <p>Responsible for online survey system and uploading and modifying the questionnaire. Exported and cleaned the data. Provided frequency table for the data through SPSS.</p>
	SHOPS Assessment	
	Mindset	
2015	Data Processor and Quality Assurance Supervisor	<p>Responsible for online survey system and uploading and modifying the questionnaire. Exported and cleaned the data. Provided frequency table for the data through SPSS.</p>
	CARE- Economic Impact Of Syrian Refugees- Labor Market Assessment	
	Mindset	

2014-2015	Data Processor and Quality Assurance Supervisor	Responsible for online survey system and uploading and modifying the questionnaire. Exported and cleaned the data. Provided frequency table for the data through SPSS.
	USAID/Jordan National Youth Assessment	
	Mindset	

OTHER QUALIFICATIONS:

FORMAL EDUCATION

From – To	Degree	Educational Institute
2007-2013	B.Sc. in Industrial Engineering	German Jordanian University Madaba, Jordan

NON-FORMAL EDUCATION AND TRAININGS

From – To	Topic	Educational Institute
Apr 2017	Certificate in R Programming (License # HV5CEXQDLUPJ)	Johns Hopkins University via Coursera
Jan 2017	Apprenticeship Diploma in Monitoring & Evaluation	USAID/Jordan Monitoring & Evaluation Support Project (MSI)
Feb 2016	Certificate in “The Data Scientist’s Toolbox” (License # CX323XSUYUZ8)	Johns Hopkins University via Coursera

LANGUAGES AND OTHER SKILLS

Languages	Arabic – Native English – Fluent
Computer	Proficient in MS Office programs, SW tools for statistical evaluation and simulation
Data	Data Mapping, Data Quality,
Others	Project Management, Logistics and Planning

Annex III – References

Organization	Contact Person	Email Address
USAID Jordan	Kenana Amin	kamin@usaid.gov
DG ECHO	Mefleh Naimat	meflehnaimat@echofield.eu
Oxfam UK	Max Baldwin	maxbaldwinorero@gmail.com