



# **Conducting MINARET Access to Finance Intervention in Municipalities**

**for**

**Horizons for Green Development**

**by**

**GreenTech, LLC**



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## 1. Narrative Proposal

<b>Assignment Name</b>	<b>Conducting MINARET Access to Finance Intervention in Municipalities</b>
<b>Geographical Scope of Assignment</b>	<b>Al-Karak (Jordan), Monastir (Tunisia), and Jdeidet Al-Shouf (Lebanon)</b>
<b>Budget Amount</b>	<b>USD 42,195.00</b>
<b>Required Duration</b>	<b>UP TO 1 year (12 Months)</b>

### SECTION A: METHODOLOGY

#### 1.1 Description of Assignment including Scope of Assignment

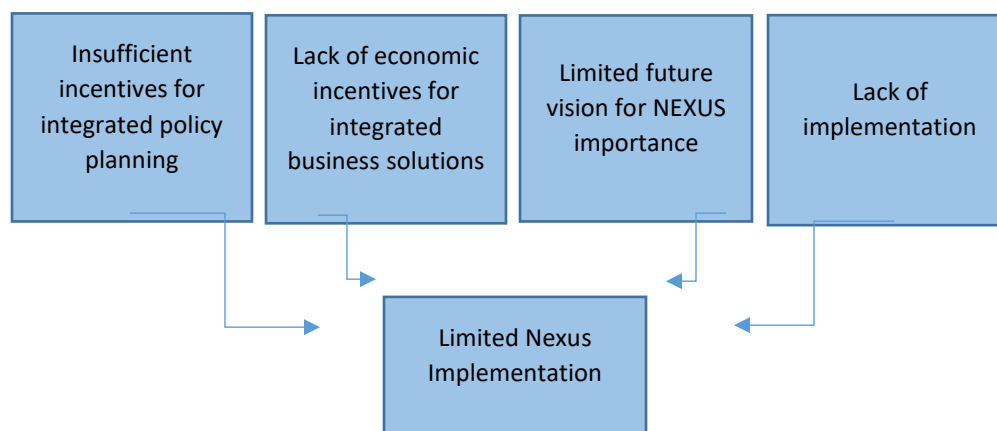
##### Background

The Minaret project is of high importance because it tackles many of the world's priority challenges regarding energy, water, climate change, and food. The project is also implemented in partnership with the municipalities of three targeted countries: Jordan, Tunisia, and Lebanon. All three countries have been trying to address issues related to the aforementioned four sectors through awareness campaigns and legislative reforms, however, little to no progress has been made in adopting and implementing the Water-Energy-Food (WEF) NEXUS approach.

GreenTech as one of the leading pioneers in renewable energy, water, and environment, is eager to become part of this initiative in order to utilize our expertise in the accessing smart financing for the clean technology sector. As cofounders of EDAMA Association for Energy, Water, and Environment, GreenTech has an extensive experience in policies and legislative frameworks in Jordan, as well as, communication framework for Jordanian municipalities. Currently, we are implementing the Jordan Valley Links project, funded by Global Affairs Canada, where one of our target areas is the municipality of Karak. Our scope of work includes capacity building, awareness campaigns, establishment of clean technology SMEs, and provision of financial solution to our clients. GreenTech has strong experience in conducting regional projects. We have offices in Dubai, Riyadh, Bahrain, Ramallah, Amman, and Accra.

##### Problem description

###### *National Level*



Currently, local governments in developing countries face the near-impossible task of funding the infrastructure and services required to meet the basic needs of municipalities, while forward-looking capital investments are not possible for financial reasons. Local financial management frequently suffers from lacking experience in smart

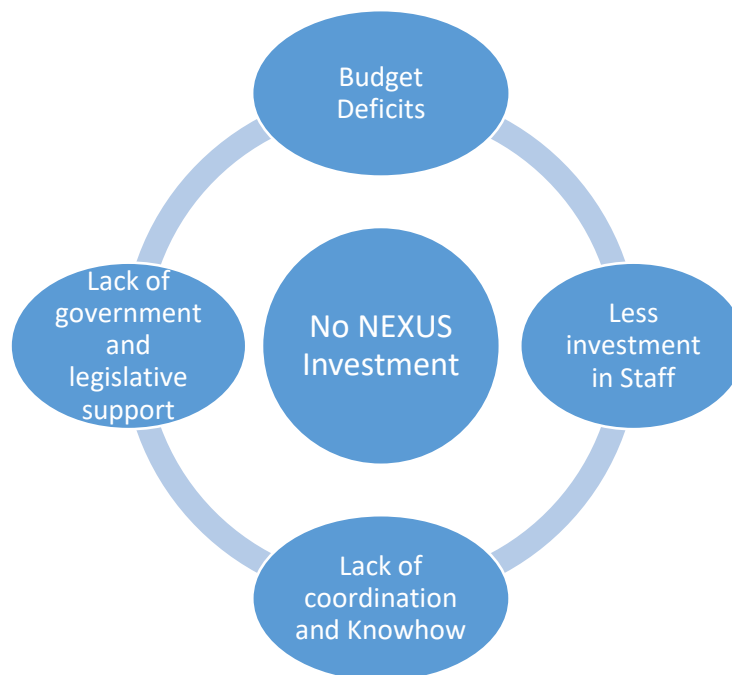


financing, technological infrastructure, and capacity. In addition, opportunities for revenue generation are often restricted by inadequate regulatory frameworks or disadvantageous political structures.

Lagging public-sector spending takes a toll on urban efficiency and local economic activity, creating a vicious cycle of budgetary shortfalls, choking urban conditions, and economic stagnation.

However, strategic governance and financing systems can provide hope for struggling local governments. There are opportunities for matching local needs with institutional frameworks and revenue-generation tools. By the government providing municipalities with the appropriate financial management autonomy, they can improve municipalities efficiency to locally run investment funds and attract potential investors. The resulting budgetary improvements can allow municipalities to make strategic investments in their cities, stimulating a virtuous cycle of growth, revenue generation, and prosperity.

#### *Municipal Level*



Institutional strengthening is a major issue in Jordan, Lebanon, and Tunisia. Local governments are obtaining more responsibility to invest in municipalities framework enhancement and capacity building. Challenges in developing countries revolve around accountability. The World Bank Institute (WBI) and customers have been providing local officials with the required skills and know-how to understand the challenges of municipal governance. Local governments have also become more demanding. They are concerned with such issues as (a) security and safety; (b) governance (how to break the low level equilibrium trap of low revenue, lack of trust due to corruption, lack of payment for services); (c) modernization of local public administration systems (financial, land cadaster, human resources, etc.); (d) capacity building (urban local governments recognize the need to have capable staff who can deliver local services and carry out effective local administration); (e) How to build effective civic participation which does not undermine already weak local representative democracies; (f) Addressing urban poverty (mayors are keenly aware that if they do not address extreme urban poverty they will not be able to deliver on other issues); and (g) corruption both intended and due to lack of commitment.

## 1.1



## 1.2 Assignment Purpose, Key Objectives & Expected Results

**Overall Purpose :**

Supporting municipalities of Al-Karak, Monastir, and Jdeidet Al-Shouf in setting up investment funds, identifying opportunities for investments, preparing investment pitches, and closing at least one investment.

## 1.3 Assignment Implementation Methodology 2 pages' minimum

GreenTech plans to achieve the objectives of this task through a series of activities as follows:

**Objective 1:** Assessment of Legal and Regulatory Environment

*Activities:*

- Study available federal and municipal laws and regulations in Jordan, Lebanon, and Tunisia in order to assess the legal ability of each municipality and internal capacity to create, manage, and sustain investment funds.
- Identify historical limitations pertaining to the legal environment, especially focusing on the level of empowerment at the municipal level when it comes to investments.
- Suggest solutions to constraints/obstacles that may be assessed.
- Submit a report with findings from the assessment and possible recommendations/solutions to overcome constraints to investment funds in municipalities.
- If necessary, meet with lawmakers and political leaders to assess the possibility of improving municipal laws where they do not allow municipalities to create investment funds.

**Objective 2:** Setting up Investment Funds

*Activities:*

- Work with mayors and/or their assigned teams to develop and design a NEXUS investment fund including the fund mandate and size, investment criteria, governance model, authority matrix, legal structure, and target sectors.
- Work with mayors and/or their assigned team to set up the designed NEXUS investment fund.
- Ensure NEXUS investment fund transparency and strict investment fund procedures.
- Work with mayors to select fund managers.
- Work with fund managers to identify projects and financing opportunities for municipalities.
- Work with fund managers to map out available financing and funding channels and tools.

**Objective 3:** Hold Networking Events

*Activities:*

- Support fund managers to prepare a list of community leaders and potential private sector investors at each municipality.
- Hold three networking events (one in each municipality) to market the NEXUS investment fund, present available investment opportunities and allow for exchange of ideas and solutions between all stakeholders. These events will be designed to be annual events hosted by the fund managers at each municipality.

**Objective 4:** Identify Investment Opportunities

*Activities:*

- Work with fund managers to qualify investment-grade opportunities from the list of projects in the pipeline.
- Work with each fund manager to prepare up to two NEXUS investment prospectuses including building financial models, project business plans, and five-year projections.

**Objective 5:** Attracting Potential Investors

*Activities:*



- Work with municipality staff to help them identify and attract potential regional and local investors.
- Work with municipality staff to help them present viable and feasible investment opportunities to potential investors when the assignment is completed to ensure sustainability of this assignment.
- Work with municipality staff to prepare a database of stakeholders to be invited to the annual NEXUS investment fund annual networking event
- Support fund managers at each municipality to create a Public Private Partnership (PPP) that would also involve civil society organizations used for attracting private sector investors.

**Objective 6:** Secure Project Financing

*Activities:*

- Secure financing for a project in at least one municipality.

## 1.4 Stakeholder Engagement Methodology

GreenTech plans to engage all relevant stakeholders in this project using the following measures:

Inform  
community  
leaders

- Inform community leaders through emails and letters once a NEXUS investment fund is set up at each municipality also soliciting ideas for potential investment opportunities
- Invite community leaders to networking events that will be held at each municipality

Consult  
government

- Present findings and recommendations of our NEXUS investment fund assessment to government/public sector entities (presented in stakeholder list)
- Invite government stakeholders to networking events that will be held at each municipalities

Empower,  
involve, and  
collaborate with  
municipalities

- Build capacities of municipality staff in cooperation with mayors, supporting municipality staff, and conducting on job training of staff and fund managers. This will be done throughout the project implementation period
- Monitor and evaluate performance of municipality staff in properly managing the NEXUS investment fund post our project implementation period
- Assist municipality staff in preparing all networking events and ensuring their sustainability
- Provide online feedback and discussion with municipality staff on NEXUS investment fund performance
- Working with staff to develop business plans and proper investment fund infrastructure
- Provide municipality staff with all reports and assessments our team conducts throughout project implementation period



Activities	Objective	Input	Outputs/Measureable Results	Outcomes	Purpose/Impact
-Study municipal laws regarding investment funds in municipalities	-Understand municipal ability to create and manage investment funds	-Findings of budgetary deficits -Findings of municipality infrastructure and possible barriers to create investment funds	<b>Report #1:</b> “Municipal Legal Rights, Findings, and Recommendations for Creating Investment Funds in Municipalities” Report	Increase knowledge and awareness level of municipalities to existing rights, obstacles and possible solutions to access, manage, and create investment funds	-Better understanding for budget management -Enhanced coordination and management -Enhanced communication and negotiation with governmental, public, and private entities -Enhanced access to finance and funds management
-Design and Develop specific criteria of the NEXUS Investment fund  -Support municipality staff to set up the fund according to developed criteria  -Work with fund managers to support in identification of financing needs and gaps at municipalities  -Support fund managers in mapping out available financing and funding	-Ensure NEXUS Investment fund successful setup	-Integrate NEXUS Investment Fund setup process, standardization, and customizations measures	<b>Report #2:</b> “NEXUS Investment Fund Infrastructure and Design in the Municipalities of Al-Karak, Monastir, and Jdeidet Al-Shouf” Report	-Setup of NEXUS Investment Fund with specific strategy, authority matrix, and targets  -Ensure NEXUS Investment Fund Transparency	-Increased ability of municipalities to create, manage, and invest in investment funds



channels and tools					
-Notify community leaders and influencers of the setup of NEXUS Investment Fund process through notification emails/messages and solicitation of feedback	-Keep public informed of investment fund setup processes and include their input	-Integrate concerns, advice, and perceptions of public representatives in our NEXUS Investment Fund setup			
-Setup a stakeholder list of community leaders, potential investors, media, and governmental officials  -Support fund managers in the invitation and preparation process of NEXUS Investment Fund Networking events  -Prepare for and support MINARET team in holding a networking event for each municipality	-Debate between stakeholders on NEXUS Investment Fund barriers, concerns, and accomplishments  -Raise awareness to current obstacles of investment funds in municipalities  -Sustainability of this networking event by fund managers and stakeholders	-Discuss and document key points, obstacles, concerns, and accomplishments of NEXUS Investment Fund	-Digital, printed, and live communication	-NEXUS Investment Fund Transparency	-Public trust and involvement in the setup of NEXUS Investment Fund
-Help fund managers identify/assess investment opportunities	-Clear NEXUS Investment Fund infrastructure and processes	-Project Business Plans -Financial Models -Five year	-“NEXUS Investment Fund Networking Event in the Municipalities of Al-Karak, Monastir, and	-Municipal team ready to conduct annual networking	-Ensure Sustainability of NEXUS Investment Fund in Municipalities





-Help fund managers in creating investment-grade opportunities from projects in pipeline	-Complete understanding of each opportunity -Qualification and control of investment opportunities	projections for each selected project (up to two per municipality) -Database of Investment-Grade Opportunities Matrix	Jdeidet Al-Shouf” Document	event for NEXUS Investment Fund	-Possibility of replication of NEXUS Investment Fund in other municipalities
- Hold a “Negotiation, fund pitch presentations, and Soft Skills” on the job training for fund managers -Work with fund managers prepare a list of potential investment opportunities	-Help Nexus Fund Managers to present the value of the project to potential investors	-List of potential investors to be contacted and invited to project events and presentations at each municipality -Creation of a PPP/CPP Model for private sector investors	<b>-Report #3: “NEXUS Investment Fund Opportunities” Report</b>	-Specific guidelines and policies to identify investment opportunities -Enhanced leverage of list of potential investors in each municipality	-Enhanced management of NEXUS Investment Fund Opportunities at each municipality -Built capacities of fund managers through orientation of business plans, financial models, and projections



-Secure Financing for one project in one municipality	-Success story in at least one municipality	-Detailed success story, implementation, and process to complete the set-up of a NEXUS Investment Fund in municipalities	<p><b>Report #4:</b> “List of Local and Regional Potential Investors Database” Report</p> <p><b>-Final Report:</b> “Nexus Investment Fund in the municipalities of Al-Karak, Monastir, and Jdeidet Al-Shouf” Report</p>	<p>-Enhanced relations and management of public and private sector investors at each municipality</p> <p>-NEXUS Investment Fund PPP/CPP Model used for future engagements with private sector investors</p> <p>-Assembly of a full set of processes that led to the set-up of a successful Nexus Investment Fund</p>	<p>-Encourage Public Private Partnerships in NEXUS Investment Fund</p> <p>-PPP/CPP Model-prototype that can be replicated for other municipalities</p> <p>-Overcoming municipal barriers and obstacles to access to finance in Municipalities</p> <p>-NEXUS Investment Fund success story to be replicated</p>
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## 1.5 Approach to Ensure Community Participation

Throughout GreenTech's projects, we try to always ensure the proper participation of community members throughout the following set of measures:

- **Value the partnership:** We will ensure that the community has a role in pitching NEXUS investment fund opportunities ideas, and a fair exchange of ideas throughout our networking events.
- **Sharing Responsibility:** GreenTech will ensure that the community leaders understand the importance of the NEXUS investment fund proper implementation. This will be done through on the job trainings for the municipality staff, where we will orient staff to invite community leaders to the annual networking events and provide them with adequate knowledge and confidence to be full participants.
- **Demonstrate Appreciation:** Throughout our project period, we plan to orient municipality staff to develop a relationship based upon respect, acceptance and recognition of the value community partners add to the NEXUS investment fund at municipalities.
- **Provide Information:** Ensure municipality staff understand community partners' role and the potential benefit for them so staff can make an informed decision regarding the community member's participation
- **Be Creative:** Throughout the project implementation period, our team will provide guidance to municipality staff to search for ways where the local community can support sustainability of the NEXUS investment fund, and possibility of generating opportunities. How they can embrace the uniqueness and differences of communities. Also, to ensure team examination of non-traditional, as well as, traditional services to decide if the services can promote safety, offer support and/or reduce risks.
- **Affirm the Community Strengths:** Orient/support municipality staff to empower the community leaders to share their opinions and concerns in networking events
- **Respect Suggestions:** Ensure municipality staff understand that they have to Demonstrate appreciation for viewpoint, skills, knowledge and resources of community leaders, Value input and contributions, and thank community leaders for their participation, insights, ideas and opinions.
- **Talk Often:** Throughout the project implementation period, our team will maintain open communication with the community group or collaborative which the leaders represent; request and offer suggestions, guidance and feedback.
- **Confirm Benefits:** Share NEXUS investment fund reports with community leaders, and. Provide information about how community members' participation is impacting on lives of families in the community.

## 1.6 Gender Mainstreaming Approach Plan

Our team will ensure the fair participation of women in all project activities. GreenTech's NEXUS investment fund project team will ensure gender sensitivity measurements in all our project activities. Our gender mainstreaming approach will follow the "No One Left Behind" approach, where we will also consider the inclusion of marginalized members of the community, refugees, and the disabled (if available). Our gender sensitive tasks will include:

- **Gender analysis:** Throughout the assessment period of our project, our team will conduct a preliminary gender analysis within the assessment, where we will assess the number of female workers in municipalities as well as any secondary information regarding women's role in legal and institutional environment in municipalities (if information is available).
- **On the Job Training:** Our team plans to promote a design that would include 50% women participation in trainings at municipalities.
- **Networking Events:** Our team plans to ensure that female community leaders/representatives whether from CBOs or governmental workers are invited to all networking events and are included in our stakeholders' engagement processes and community participation approach (mentioned in the previous sections).
- **Dialogue with Municipality Staff:** Our team plans to conduct dialogue with municipalities on gender sensitive issues and aspects to take into consideration when hiring NEXUS investment fund workers/staff.



## 1.7 Implementation Plan & Timeframe including gender mainstreaming & community participation

Task	Responsibility		Indicator	Tools & Means of Verification	2019		2020			
	Organization	Person			Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
A. Assessment of Legal and Regulatory Environment										
A.1 Study of federal and municipal laws regarding investment funds in municipalities	GreenTech	Business Development Expert / Access to Finance Experts	Increased understanding of municipal laws and access to finance constraints	Report #2						
A.2 Study municipal autonomy and negotiation abilities	GreenTech	Business Development Expert / Access to Finance Experts	Increased understanding of municipal infrastructure	Report #2						
A.3 Submit Report #1: “Municipal Constraints, Findings, and Recommendations to Access to Finance in Municipalities”	GreenTech	Project Coordinator	-	-						
B. Setting up Investment Funds in Municipalities										
B.1 Work with municipality staff to Prepare initial list of national and regional private sector companies	GreenTech	Business Development Expert/ Access to Finance Experts	Encouraged private sector investment	Database of potential private sector investors						
B.2 Design and develop specific criteria for “NEXUS Investment Fund”	GreenTech	Access to Finance Experts	NEXUS Investment Fund criteria	Report #2						
B.3 On the job training for staff to set up fund according to developed criteria	GreenTech	Access to Finance Experts	Enhanced internal capacity to set up NEXUS Investment Fund	Pre/Post surveys						
B.4 Work with fund managers to support in identification of financing needs	GreenTech	Access to Finance Experts	Bridged financing gaps to set up NEXUS Investment Fund	Report #2						



and gaps in municipalities									
B.5 Work with fund managers in mapping out available financing and funding channels and tools	GreenTech	Access to Finance Experts	Enhanced internal capacity to understand funding opportunities	Database of funding channels and tools					
B.6 Notify community leaders and influencers of the setup of “NEXUS Investment Fund” process through emails and messages	GreenTech	Project Coordinator	Increased stakeholder awareness and inclusion of community	Signed/Stamped emails and/or messages					
<b>B.7 Submit Report #2: “NEXUS Investment Fund Infrastructure and Design in the Municipalities of Al-Karak, Monastir, and Jdeidet Al-Shouf; ”</b>	GreenTech	Project Coordinator	-	-					
<b>C. Networking and Events</b>									
C.1 Work with staff to develop a stakeholder list of community leaders, potential investors, media, and governmental officials	GreenTech	Project Coordinator	Improved awareness on NEXUS Investment Fund and access to finance in municipalities	List of stakeholders					
C.2 Work with fund managers in the invitation and preparation process of NEXUS Investment Fund Networking events	GreenTech	Project Coordinator	Increased internal capacity to plan events for NEXUS Investment Fund	Invitation letters					
C.3 Support NERC and MINARET team to hold three	GreenTech	Business Development Expert/Project	Increased awareness of stakeholders, and increased	Client registration records					



networking events (one in each municipalities)		Coordinator/ Access to Finance Experts	funding opportunities for NEXUS Investment Fund							
<b>C.4 Submit Document: “NEXUS Investment Fund Networking Event in the Municipalities of Al-Karak, Monastir, and Jdeidet A;- Shouf”</b>	GreenTech	Project Coordinator	-	-						
<b>D. Identify Investment Opportunities</b>										
D.1 Work with fund managers identify/assess investment opportunities	GreenTech	Access to Finance Experts	Increased internal capacity to identify investment opportunities	<b>Report #3</b>						
D.2 Help fund managers in choosing and preparing documents of investment-grade opportunities from projects pipeline	GreenTech	Access to Finance Experts	Increased internal capacity to create investment-grade opportunities	<b>Report #3</b>						
<b>D.3 Submit Report #3: “NEXUS Investment Fund Opportunities”</b>	GreenTech	Project Coordinator	-	-						
<b>E. Attracting Potential Investors</b>										
E.1 Present <b>Report #3: “NEXUS Investment Fund Opportunities”</b> to potential local and regional investors	GreenTech	Business Development Expert/ Access to Finance Experts	Enhanced potential for investment/funding for NEXUS Investment Fund	<b>Report #4</b>						
<b>E.2 Submit Report #6: “List of Local and Regional Potential Investors Database”</b>	GreenTech	Project Coordinator	-	-						
<b>F. Secure Project Financing</b>										



F.1 Hold Monthly meetings (face to face or Skype) with NERC and MINARET team to discuss NEXUS Investment Fund progress	GreenTech	Business Development Expert/ Project Coordinator/ Access to Finance Experts	Ensure proper monitoring and evaluation of NEXUS Investment Fund by MINARET team	Minutes of Meeting Reports/ <b>Final Report</b>						
F.2 Help secure at least one financing project in one municipality	GreenTech	Business Development Expert/ Project coordinator / Access to Finance Experts	Proper/successful implementation of NEXUS Investment Fund	NEXUS Investment Fund Project Success Story/ <b>Final Report</b>						
<b>F.3 Submit Final Report: "NEXUS Investment Fund in the Municipalities of Al-Karak, Monastir, and Jdeidet Al-Shouf"</b>	GreenTech	Project Coordinator	-	-						

## 1.8 Travel Plan

Under this assignment, the GreenTech team plans to visit each municipality at least three times as follows. The expected budget for the suggested travel plan shall be around \$12,500 for travel, **which shall not be included in our budget and shall be covered from additional budget.**

### Suggested Travel Plan

Visit	Goals to Achieve	Team Traveling	Duration
Project Initiation	<ul style="list-style-type: none"> <li>Meet with mayors</li> <li>Select potential fund managers</li> <li>Select supporting teams</li> <li>Plan the project with the mayors and assigned teams</li> </ul>	<ul style="list-style-type: none"> <li>Business Development Expert</li> <li>Access to Finance Expert</li> </ul>	3 days at each location
Networking Events	<ul style="list-style-type: none"> <li>Final preparations on the ground including meetings with speakers</li> </ul>	<ul style="list-style-type: none"> <li>Business Development Expert</li> </ul>	3 days at each location



	<p>and alignment on agendas</p> <ul style="list-style-type: none"> <li>• Speaking at events</li> <li>• Post-mortem meetings to assess lessons learned for future events</li> </ul>	<ul style="list-style-type: none"> <li>• Access to Finance Expert</li> </ul>	
Closing Visits	<ul style="list-style-type: none"> <li>• Meet with serious investors</li> <li>• Attempt to close project financing for as many projects as possible</li> <li>• Final training and presentations</li> </ul>	<ul style="list-style-type: none"> <li>• Business Development Expert</li> <li>• Access to Finance Expert</li> </ul>	5 days at each location





## 2. Financial Proposal

#	Description	Allocated Project Budget			Budget Notes
		Allocated No. of Days /items	Average Cost per Day/Item (US\$)	Total	
1 Assessment of Legal and Regulatory Environment (ALL)					
1.1	A.1 Study of federal and municipal laws regarding investment funds in municipalities	4	485	1940	
1.2	A.2 Study municipal autonomy and negotiation abilities	4	485	1940	
1.3	A.3 Prepare and submit Report #1: “Municipal Constraints, Findings, and Recommendations to Access to Finance in Municipalities”	4	485	1940	
2 Setting up Investment Funds (ALL)					
2.1	B.1 Work with municipality staff to Prepare initial list of national and regional private sector companies	4	485	1940	
2.2	B.2 Design and develop specific criteria for “NEXUS Investment Fund”	4	485	1940	
2.3	B.3 On the job training for staff to set up fund according to developed criteria	4	485	1940	
2.4	B.4 Work with fund managers to support in identification of financing needs and gaps in municipalities	4	485	1940	
2.5	B.5 Work with fund managers in mapping out available financing and funding channels and tools	4	485	1940	
2.6	B.6 Notify community leaders and influencers of the setup of “NEXUS Investment Fund” process through emails and messages	4	485	1940	
2.7	B.7 Prepare and submit Report #2: “NEXUS Investment Fund Infrastructure and Design in the Municipalities of Al-Karak, Monastir, and Jdeidet Al-Shouf; ”	3	485	1455	
3 Hold Networking and Events					
3.1	C.1 Work with staff to develop a stakeholder list of community leaders, potential investors, media, and governmental officials	4	485	1940	
3.2	C.2 Work with fund managers in the invitation and preparation process of NEXUS Investment Fund Networking events	4	485	1940	
3.3	C.3 Support NERC and MINARET team to hold three networking events (one in each municipalities)	4	485	1940	
3.4	C.4 Submit Document: “NEXUS Investment Fund Networking Event in the Municipalities of Al-Karak, Monastir, and Jdeidet A;-Shouf”	4	485	1940	
4 Identify Investment Opportunities					
4.1	D.1 Work with fund managers identify/assess investment opportunities	4	485	1940	
4.2	D.2 Help fund managers in choosing and preparing documents of investment-grade opportunities from projects pipeline	4	485	1940	
4.3	D.3 Prepare and submit Report #3: “NEXUS Investment Fund Opportunities”	4	485	1940	
5 Attracting Potential Investors					
5.1	E.1 Present Report #3: “NEXUS Investment Fund Opportunities” to potential local and regional investors	2	485	970	
5.2	E.2 Prepare and submit Report #6: “List of Local and Regional Potential Investors Database”	2	485	970	
6 Secure Project Financing					
6.1	F.1 Hold Monthly meetings (face to face or Skype) with NERC and MINARET team to discuss NEXUS Investment Fund progress	6	485	2910	
6.2	F.2 Help secure at least one financing project in one municipality	6	485	2910	
6.3	F.3 Prepare and submit Final Report: “NEXUS Investment Fund in the Municipalities of Al-Karak, Monastir, and Jdeidet Al-Shouf”	4	485	1940	
Subtotal		87		42,195.00	This is the Billable Amount
Subtotal of Billable Tasks					
7 Travel					This is only budgetary to be agreed with the MINARET team and will be covered directly by MINARET
7.1	Tickets to Lebanon	6	300	1800	
7.2	Tickets to Tunisia	6	1000	6000	
7.3	Accommodation	22	100	2200	
7.4	Transportation	22	50	1100	
7.5	Per diem	22	70	1540	



### 3. Relevant Past Experience and References

## PAST PERFORMANCE REPORT

<b>1. Offeror:</b> Global Affairs of Canada – MEDA – Jordan Valley Links Project	
<b>2. Contract/Grant No.:</b> KFW	
<b>3. Contract Type:</b> Fixed fees	
<b>4. Period of Performance:</b> 2018-2020	<b>4. Period of Performance:</b> 2018-2020
<b>6. Contract Value:</b> \$500,000	
<b>7. Contact (names, job titles, mailing addresses, phone numbers, e-mail addresses):</b> Basim Al Saleh Tel. +962 6 5526074 Fax. +962 6 5526098 <a href="mailto:Basim@greentech.ae">Basim@greentech.ae</a>	
<b>8. Client Contact (name of company or organization, address, and name, phone number and e-mail address of contact person):</b> Anwar El-Halah, Project Manager King Abdullah II Street, Building 367. Amman, Jordan Tel +962 6 582 2335. Fax +962 6 581 2335 <a href="mailto:aelhalah@meda.org">aelhalah@meda.org</a>	
<b>9. Skills/expertise required:</b> <ul style="list-style-type: none"> <li>Financial solutions, business development, SMEs management, and job creation</li> <li>Sales and emotional intelligence; Capacity building for women and youth</li> <li>Clean Technology; Renewable Energy, Water, and Waste</li> </ul>	
<b>10. Scope or Work:</b> <b>The economic empowerment of women and youth in the Jordan Valley through clean technology.</b> The target is to reach out to 25,000 women and youth entrepreneurs in the Jordan Valley.  GreenTech conducted the following activities: <ul style="list-style-type: none"> <li>Assessment of water and agriculture in the municipalities of the Jordan Valley</li> <li>Capacity building for women and youth on becoming sales agents, and mentoring them to open their own businesses</li> <li>Work with microfinance institutions, banks, and governmental funds to establish financial solutions to help our entrepreneurs establish their businesses as well as invest in clean technology</li> <li>Awareness campaign on gender sensitivity and importance of women labor in the clean technology sector</li> </ul>	

## PAST PERFORMANCE REPORT

<b>4. Offeror:</b> USAID – PAP Project	
<b>5. Contract/Grant No.:</b> GRANT 2013-COR027	
<b>6. Contract Type:</b> Fixed fees	
<b>4. Period of Performance:</b> 2014-2015	<b>4. Period of Performance:</b> 2014-2015
<b>11. Contract Value:</b> \$137,250	
<b>12. Contact (names, job titles, mailing addresses, phone numbers, e-mail addresses):</b> Basim Al Saleh Tel. +962 6 5526074 Fax. +962 6 5526098 <a href="mailto:Basim@greentech.ae">Basim@greentech.ae</a>	
<b>13. Client Contact (name of company or organization, address, and name, phone number and e-mail address of contact person):</b> Robert Cardinalli – Chief of Party Tel. +962 6 535 5927/8 Fax. +962 6 535 5941 Mob. +962 77 706 1000 <a href="mailto:rcardinalli@ecoditjo.com">rcardinalli@ecoditjo.com</a>	
<b>14. Skills/expertise required:</b> <ul style="list-style-type: none"> <li>Social Marketing</li> <li>Energy Efficiency</li> </ul>	
<b>15. Scope or Work:</b> <p><b>A social marketing campaign with pilot project</b> aiming to increase the number of offices tenants (in the SME sector) who regularly set the AC temperature on the “comfort” setting (22 °C in winter and 25 °C in summer).</p> <p>The target is to reach out to 15% (2,250 SME’s) of the offices in Amman.</p> <p>GreenTech conducted the following activities:</p> <ul style="list-style-type: none"> <li>Social Marketing Training and Plans Development: aimed at providing hands on training course, where the participants received an intensive training about the social marketing basics, tools, implementation techniques while preparing their own projects plans including conducting the required market research</li> <li>Market research to evaluate the actual demand on energy for the SMEs, types of equipment used in the offices and the percentage of energy consumed by Air Conditioning systems to total consumption</li> <li>Market research to assess behaviors and knowledge in energy efficiency</li> <li>Design a marketing and awareness campaign for the use of a certain device to control the room temperature and keep it within the standard limits for best thermal comfort of occupants</li> <li>Design and manufacture a pilot product</li> </ul>	

## PAST PERFORMANCE REPORT

<b>1. Offeror:</b> USAID – Water Reuse and Environmental Conservation Project	
<b>2. Contract/Grant No.:</b> EDH-I-00-08-00024-00 (Task Order No. 4)	
<b>3. Contract Type:</b> Fixed fees	
<b>4. Period of Performance:</b> 2011-2016	<b>5. Place of Performance:</b> Jordan
<b>6. Contract Value:</b> \$1,025,000	
<b>7. Contact (names, job titles, mailing addresses, phone numbers, e-mail addresses):</b> Basim Al Saleh Tel. +962 6 5526074 Fax. +962 6 5526098 <a href="mailto:Basim@greentech.ae">Basim@greentech.ae</a>	
<b>8. Client Contact (name of company or organization, address, and name, phone number and e-mail address of contact person):</b> Robert Cardinalli – Chief of Party Tel. +962 6 535 5927/8 Fax. +962 6 535 5941 Mob. +962 77 706 1000 <a href="mailto:rcardinalli@ecoditjo.com">rcardinalli@ecoditjo.com</a>	
<b>9. Skills/expertise required:</b> <ul style="list-style-type: none"> <li>Social Marketing</li> <li>Energy Efficiency</li> </ul>	
<b>10. Scope or Work:</b> <b>A social marketing campaign with pilot project</b> aiming to increase the number of offices tenants (in the SME sector) who regularly set the AC temperature on the “comfort” setting (22 °C in winter and 25 °C in summer).  The target is to reach out to 15% (2,250 SME's) of the offices in Amman.  GreenTech conducted the following activities: <ul style="list-style-type: none"> <li>Social Marketing Training and Plans Development: aimed at providing hands on training course, where the participants received an intensive training about the social marketing basics, tools, implementation techniques while preparing their own projects plans including conducting the required market research</li> <li>Market research to evaluate the actual demand on energy for the SMEs, types of equipment used in the offices and the percentage of energy consumed by Air Conditioning systems to total consumption</li> <li>Market research to assess behaviors and knowledge in energy efficiency</li> <li>Design a marketing and awareness campaign for the use of a certain device to control the room temperature and keep it within the standard limits for best thermal comfort of occupants</li> <li>Design and manufacture a pilot product</li> <li>Implement the project, monitor and evaluate the outcomes</li> </ul>	

## PAST PERFORMANCE REPORT

<b>1. Offeror:</b> USAID – PAP Project	
<b>2. Contract/Grant No.:</b> GRANT 2013-COR027	
<b>3. Contract Type:</b> Fixed fees	
<b>4. Period of Performance:</b> 2014-2015	<b>4. Period of Performance:</b> 2014-2015
<b>6. Contract Value:</b> \$80,000	
<b>7. Contact (names, job titles, mailing addresses, phone numbers, e-mail addresses):</b> Basim Al Saleh Tel. +962 6 5526074 Fax. +962 6 5526098 <a href="mailto:Basim@greentech.ae">Basim@greentech.ae</a>	
<b>8. Client Contact (name of company or organization, address, and name, phone number and e-mail address of contact person):</b> Robert Cardinalli – Chief of Party Tel. +962 6 535 5927/8 Fax. +962 6 535 5941 Mob. +962 77 706 1000 <a href="mailto:rcardinalli@ecoditjo.com">rcardinalli@ecoditjo.com</a>	
<b>9. Skills/expertise required:</b> <ul style="list-style-type: none"> <li>• Energy Efficiency</li> <li>• Market research</li> </ul>	
<b>10. Scope or Work:</b> Greentech was assigned to survey the large consumers, provide information required to design an outreach program for these consumers and participate in capacity building.  <b>Selecting the sample</b> A comprehensive criterion was developed to select the large consumers who will participate in the survey. The sample included industrial facilities, hotels, hospitals and public schools.  <b>Survey Phase:</b> A complete survey was conducted at 80 facilities.  <b>Assessment Phase:</b> Detailed energy and water conservation assessment were conducted with technical and financial analysis for each identified measure.  A global report was prepared with details of results from each facility and recommendations	



#### 4. CVs of Key Experts

## **Basim Saleh**

### **Managing Partner, GreenTech**

basim@greentech.ae      +962-799-44-0200

#### **Executive and Business Development Leadership**

- Strong experience in the **end-to-end business** and **P&L** management, financial modelling, project development, and team leadership.
- **Lived** and **worked** in Los Angeles, New York, New Jersey, Seattle, Dubai, and Amman.
- **Strong high-level personal connections** around the globe, especially in the MEA region, including government officials, senior executives, regulators, and diplomats.
- Began consulting on large-scale projects in 2004 through several vehicles and ran consulting teams in the GCC, the Middle East, and the US.

#### **GREENTECH, AMMAN, JORDAN**

*Managing Partner*

*October 2016 – Present*

- GreenTech is a leading Middle East Africa energy, water, and environment consulting and services firm with offices in Dubai, Amman, Riyadh, Ramallah, Washington, DC, and Accra. The company has worked with leading global organizations on engagements that ranged from short-term consulting to multi-year projects.
- Basim runs the GreenTech business with focus on geographic and industry-based growth.

#### **PHILADELPHIA SOLAR, AMMAN, JORDAN**

*Chief Executive Officer*

*February 2014 – September 2016*

- Under Basim's leadership, Philadelphia Solar became the only Middle East Africa based company to integrate project development, manufacturing (PV modules and mounting structure), engineering, procurement, construction, operations and maintenance, and ownership of large-scale utility solar PV projects.
- Developed and implemented the first utility-scale solar PV project in Jordan with financing from the AFD Sunref facility syndicated to Capital Bank Jordan.
- In 2015, the company revenues surpassed the combined revenues from inception in 2007 through 2014.

#### **PETRA SOLAR, SOUTH PLAINFIELD, NEW JERSEY**

*President, International Markets*

*January 2011 – June 2013*

- In just two years, built and grew international business from \$0 to \$30M+ secured contracts and a \$200M+ qualified pipeline in MEA and Europe.
- Developed the largest distributed smart solar project in the world with solar to be deployed on 20,000 rooftops in Jordan. First phase already deployed on 3200 roofs.
- Developed the largest distributed solar project in the Gulf with Bapco in Bahrain (\$25M).
- Consulted for several regulatory authorities and spoke at many events.



## **MICROSOFT CORPORATION**

*Director, World Class Selling, Redmond, WA*

*September 2008 – December 2010*

- Directed a major worldwide initiative aimed at improving the efficiency worldwide sales.
- Successfully co-directed World Class Selling (WCS) through focus on high impact aspects of the sales motions, and running a 'Deal Advancement Clinic'.
- Soft skills and the art of selling are major components of this initiative.

*Microsoft Consulting Services Lead, Dubai, United Arab Emirates      September 2006 – August 2008*

- Ran the Microsoft Consulting Services (MCS) practice in the Gulf with a \$25M P&L.
- Grew MCS revenues by 60%, headcount by 30%, and delivery margin by 35%.
- Led a team of 65 experts from 13 nationalities.

## **BLACK IRIS CONSULTING, LLC, NEW YORK**

*President*

*October 2004 – August 2006*

- Helped companies in the US expand their business in the Middle East and Gulf regions and represented leading regional MEA companies in the US. Deals exceeded \$300M.
- Clients included USAID contractors and multinationals in the IT, semiconductor and defence industries. Projects included direct sales, JV creation and business consulting.

## **ESTARTA SOLUTIONS, JORDAN**

*Business Development Director*

*February 2000 – September 2004*

- Successfully participated in setting up this company, which was established through the merger of two software solution rivals in Jordan. Helped secure a Microsoft investment.
- Grew Estarta's business to \$50M, developed the Microsoft relationship and established the sales offices for Estarta in the Middle East and Gulf regions.

## **SPARTAN CORPORATION, COMMERCE, CALIFORNIA**

*Business Development Director*

*November 1994 – December 1999*

- Grew imports from Central and South America by an average 30% annually, which increased relevant gross margins by 10% on average. Spartan was a \$300M company.
- Helped Spin off the trucking division into a new company.

## **EDUCATION**

*DBA, Emotional Intelligence*

*candidate 2020*

*University of Phoenix*

*MBA, Business Management*

*December 1996*

*California State University, Los Angeles*

*BSc, Mechanical Engineering*

*December 1993*

*The University of Jordan*

# Yazan M. Samara

Phone: +962 795578899  
Email: ysamara@hotmail.com  
Birth Date: 05/04/1972

## Key Expertise Areas:

**Strategic Advisory:** Employing broad intellectual criteria and core skills in observing, analyzing evaluating and forming workable means for constructing effective strategic solutions. Assisting Institutions in developing comprehensive illustrations and mapping out change initiatives to address developmental challenges.

**General Management:** Working in different capacities with national, regional and international institutions covering topics related to economic development, transitioning towards sustainable energy, building resilient infrastructure, financial modeling, and investment appraisal. Participated on Board positions in investee companies.

**Capital Market Expert:** 20+ years of experience in investment management, financial analysis, and portfolio management. Managed as a CEO a financial services public shareholding company listed on ASE and the equity investments portfolio of the SSIF in Jordan.

**Effective Stakeholder Management:** Managing change through a rigorous stakeholders' mapping and management process. Identifying stakeholders' interest, power and influence while establishing an ongoing communication to gain their buy-in and commitment and turn them into collaborating partners.

## Academic Qualifications:

2000/ 2001	MBA- General and Strategic Management CASS Business School (City University), London- United Kingdom Chevening Scholarship, British Council
1989/ 1994	B.Sc. Industrial Engineering- Management University of Jordan Amman- Jordan

## Representation on Governance Bodies:

2015/2018	- Member of the Board of Directors of Al-Manara Insurance Co.
2011/Present	- Vice Chairman of the Board of Directors of Cabari Investments.
2010/2011	- Chairman of the Board of Directors of Sabaek Financial Services.
2010/2011	- Vice Chairman of the Board of Directors of Sabaek for General Trading.
2009/2010	- Member of the Board of Directors of Masaken Jordan.
2006/2009	- Member of the Board of Directors of Cairo Amman Bank.
2005/2007	- Member of the Board of Directors of Talabay.

## Professional Experience:

Sep 2015/ Current	Senior Advisor- Strategy, Finance & Planning (Multiple Organizations)
Dec 2017/ Feb 2018	Senior Advisor, UNIDO Headquarter- Vienna/ Energy Department
Project:	Utilizing Theory of Change to Enhance Contribution to SDGs
Objectives:	Support the development of the Energy Department strategy.
Duties performed:	- Align departmental goals with the organization's mandate - Review objectives of departmental units and advise on structure - Participate in developing, presenting in and moderating a strategic retreat

Jul. 2016/ Current	<b>Senior Advisor, UNDP Bahrain / Sustainable Energy Unit –Ministry of Electricity &amp; Water</b>
Project:	National Action Plans for Energy Efficiency and Renewable Energy
Objectives:	Design national policy documents on Energy Efficiency and Renewable Energy with targets, policies, projects, budgets, and governance structure.
Duties performed:	<ul style="list-style-type: none"> <li>- Review of energy and monetary savings; develop detailed budgetary requirements</li> <li>- Review economic viability of renewable energy projects and calculation of the levelized cost of electricity;</li> <li>- Launch a program for sustainable finance to support scaling-up RE and EE initiatives in the Kingdom.</li> </ul>
Sept. 2017/ Nov. 2017	<b>Lead Expert, Levenbert Consultancy Services, Sultanate of Oman</b>
Project:	Oman Vision 2040, assessment and analysis of the pillar “Building World-class Infrastructure and Liveable Cities”
Objectives:	Assessment and analysis of key Omani infrastructure sectors
Duties performed:	<ul style="list-style-type: none"> <li>- Thorough review of energy &amp; water, ICT, and transport &amp; logistics sectors;</li> <li>- Propose strategic directions towards formulating the vision;</li> <li>- Conduct stakeholder consultations on sectoral issues and strategic directions.</li> </ul>
Jun 2017/ Aug. 2017	<b>Team Leader, ResilientMena.Org, OXFAM/ Leaders Consortium Funded by EC Madad Trust Fund</b>
Project:	MSMEs for Inclusive Economic Growth
Objectives:	Demonstrate impediments to inclusive economic growth for Syrian refugees and vulnerable host communities in Jordan.
Duties performed:	<ul style="list-style-type: none"> <li>- Assess the local-level policies and enabling environment for MSMEs in Jordan;</li> <li>- Provide insight on the most critical needs and gaps facing MSME owners.</li> </ul>
Jul 2015/ Dec 2018	<b>Non-executive Board Member, Al-Manara Insurance PLC, Jordan</b>
	Al-Manara Insurance is a public shareholding company listed on the ASE. It is regulated by the Insurance Commission of Jordan. <a href="http://www.almanarainsurance.com">www.almanarainsurance.com</a>
<b>Key Responsibilities:</b>	
Role:	Representation of minority investors interests on the Board of Directors Member of Audit Committee.
Duties performed:	<ul style="list-style-type: none"> <li>- Supervise and guide the restructuring of the investment portfolio.</li> <li>- Review corporate performance and address strategic challenges.</li> <li>- Monitor adherence to standard operating procedures and evaluate performance.</li> </ul>
Apr. 2014/ Aug. 2015	<b>Senior Advisor, Strategy and Investment - MENA Region, Regional Center for Renewable Energy and Energy Efficiency (RCREEE), Cairo- Egypt</b>
	RCREEE is a regional organization with 17 member states from Arab region.
<b>Key Projects:</b>	
Project:	<b>EBRD Credit Line Facility “Egypt Sustainable Energy Finance Facility”</b>
Objectives:	Support National Bank of Egypt to disburse a credit line of USD30 million.
Duties performed:	<ul style="list-style-type: none"> <li>- Led an initiative to engage RCREEE in winning a 2 years contract with the European Bank for Reconstruction and Development (EBRD).</li> <li>- Built project team, mobilized resources, monitored the development of inception phase deliverables: technology &amp; operations manual; project marketing strategy.</li> </ul>
Project:	<b>Support to RCREEE’s Private Investment Promotion Program</b>
Objectives:	Providing advice on framing the Private Sector Investment Promotion Program
Duties performed:	<ul style="list-style-type: none"> <li>- Provided support in shaping the goals and objectives of the program.</li> <li>- Supported program manager in stakeholder management process and the formulation of projects’ technical assistance and delivery outcomes.</li> </ul>

<b>May 2011/ Mar 2014</b>	<b>Managing Director, Cabari Investments Ltd, Jordan</b>
	Cabari Investments is a limited partnership company mandated to manage discretionary investment portfolios.
<b>Key Responsibilities:</b>	
Role:	<b>General Management.</b>
Duties performed:	<ul style="list-style-type: none"> <li>- Advise clients on structuring investment portfolios.</li> <li>- Manage discretionary investment portfolios.</li> </ul>
<b>Sep. 2008/ Apr. 2011</b>	<b>CEO, Sabaek Invest PLC (SABK), Amman- Jordan</b>
	SABK is a public shareholding company listed on the ASE. It is regulated and licensed by the Jordanian Securities Exchange Commission. <a href="http://www.sabaekinvest.com">www.sabaekinvest.com</a>
<b>Key Responsibilities:</b>	
Role:	<b>General and Strategic Management</b>
Objectives:	Developing and executing a comprehensive corporate strategy
Duties performed:	<ul style="list-style-type: none"> <li>- Designed and recommended to the BoD a comprehensive corporate strategy.</li> <li>- Defined medium-term business targets, developed annual investment plans and financial budgets and supervised best execution.</li> <li>- Developed internal policies and procedures and guided operational and investment processes to achieve tactical and strategic goals.</li> <li>- Built institutional capacity and lead teams in different key assignments.</li> </ul>
Role:	<b>Business Expansion and Growth</b>
Objectives:	Expanding corporate business lines through organic and inorganic growth opportunities
Duties performed:	<ul style="list-style-type: none"> <li>- Managed the acquisition process of a wholly owned licensed brokerage firm.</li> <li>- Ventured with other partners in setting up an entrepreneurial subsidiary focusing on financing mechanisms through Islamic finance instruments (Murabaha).</li> <li>- Built corporate client books in managed portfolios, investment advisory and brokerage accounts.</li> </ul>
<b>Dec. 2002/ Jul. 2008</b>	<b>Director of Equity Investments, Social Security Investment Fund (SSIF), Amman- Jordan</b>
	The Investment Fund has the mandate of managing the Jordanian Public Pension Investments since late 2002. The market value of the equity portfolio exceeded USD 4.5 billion. <a href="http://www.ssif.gov.jo">www.ssif.gov.jo</a>
<b>Key Responsibilities:</b>	
Role:	<b>Construction and Maintenance of Equity Portfolios</b>
Objectives:	Managing the Equity Asset Class with the strategic objective of preserving the real value of assets while optimizing returns at an acceptable level of risk.
Duties performed:	<ul style="list-style-type: none"> <li>- Provided periodical outlook to the Board of Directors on Strategic Asset Allocation (SAA) and Tactical Asset Allocation (TAA).</li> <li>- Prepared annual budgets for portfolios under management and identified and appraised investment opportunities (instruments) satisfying approved budgets.</li> <li>- Realigned the portfolio mix in line with the investment policies and strategies.</li> <li>- Enhanced returns of managed portfolios through best execution and rigorous adherence to disciplined strategies based on fundamental valuation.</li> <li>- Adopted best practices in people management by empowering and motivating staff, delegating authorities and providing continuous guidance.</li> </ul>
Role:	<b>Member of the Internal Investment Committee</b>
Objectives:	Governing the investment decisions' process across all other asset classes.
Duties performed:	<ul style="list-style-type: none"> <li>- Participated in the investment process reviews and investment recommendations across all asset classes.</li> <li>- Acted as management representative in the Strategic Asset Allocation review conducted by Mercer UK.</li> </ul>

**2001/ 2002                      Freelance Consultant****Key Assignments:**

USAID- AMIR Program:	- Local counter-part to a team of international consultants developing an “Investors Roadmap” in Jordan.
Arab Advisors Group (AAG):	- Led a market assessment for a new telecoms operator.
Management Consultants Group (MCG):	- Conducted pre-investment studies and strategy consulting assignments.
Jordan American Business Association (JABA):	- Assessed the impact of multilateral trade agreements on the private sector in Jordan.
PricewaterhouseCoopers’ Corporate, Valuation & Strategy Practice- London:	- Concluded an assignment titled “The Winners’ Discipline; Value Thinking in the European Alternative Carriers’ Sector”.
Standard and Poor’s- New York, London:	- Concluded an assignment titled "Transition from selling products to selling consulting services".
Oracle Corp.- London, Geneva:	- Concluded an assignment titled "Oracle's e-business Suite: Will the One-Stop Shop works?".

**1994/ 2000                      Consultant, Project Development Group (PDG) New York, Amman**

A business development consulting firm and an entrepreneurial start-up targeting SMEs in the Levant region & focusing on transforming businesses through applying world-class management practices.

- Managed the Amman branch & reported to the Management Committee. Lead teams in business modeling and project design.
- Advised clients in developing their corporate and competitive strategies. Handled pre-investment studies as well as operational assignments. Involved in the planning and execution phases of technical assignments.

**Publications**

- Samara, Y. (2017) “Oman’s Infrastructure and Livable Cities” report prepared for Vision 2040 office of the Supreme Council for Planning- Oman.
- Samara, Y., Barghouth, A., Walters, R., (2017) “MSMEs for Inclusive Economic Growth” report prepared for Oxfam GB on behalf of Leaders Consortium.
- National Renewable Energy Action Plan for the Kingdom of Bahrain (2016), endorsed by Cabinet, publication of the Sustainable Energy Unit, contributing author
- National Energy Efficiency Action Plan for the Kingdom of Bahrain (2016), endorsed by Cabinet, publication of the Sustainable Energy Unit, contributing author
- Myrsalieva, N., Barghouth, A., (2015). “Arab Future Energy Index (AFEX) Energy Efficiency,” Publication of the Regional Center for Renewable Energy and Energy Efficiency (RCREEE) (2015), Reviewer
- Myrsalieva, N., Åberg E., Mahmoud M., (2015) “Arab Future Energy Index (AFEX) Renewable Energy,” Publication of the Regional Center for Renewable Energy and Energy Efficiency (RCREEE), Reviewer.
- Samara, Y., (2013) “Assessment of the state of local economic development at the governorate and municipal levels in Jordan and the contributions of various actors to its promotion” paper prepared for United Nations Capital Development Fund (UNCDF).
- “Jordan’s Investors Roadmap” publication of Amir- USAID project (2002), contributing author.
- Samara, Y. (2002) “Jordan’s Accession to Government Procurement Agreement” paper prepared for Jordan American Business Association.
- Samara, Y. (2001) “The Winners Discipline: Value Thinking in the European Alternative Carriers Sector” paper prepared for PricewaterhouseCoopers.
- “Transition from Selling Products to Selling Consulting Services” paper prepared for Standard & Poor’s (2001), contributing author
- Oracle’s e-business Suite: Will the One-stop Shop Works?” paper prepared for Oracle Corp. (2001), contributing author

**Additional Skills:**

Computing Skills:

- Experienced user in Windows environment and applications.

Languages:

- Arabic: mother tongue, English: fluent.

- Intensive training on setting up National Industrial Support Units conducted & funded by IDRC.

- Intensive training on General Management and Export Development.

Conducted by IFOA and funded by the Italian Foreign Trade Ministry.

Professional

Training:

- Environmental Learning Program conducted & funded by IIIIEE- Sweden.

- Intensive training on using Advent/ Axys portfolio management system.

- Multi training programs and conferences in portfolio management, quantitative analysis, fund management, corporate finance, financial modeling and other soft skills.



# DINA S. ABU ARIDEH

business development manager

## PROFILE

Anas has over 17 years of experience in energy consulting, renewable energy, demand side management, and power generation.

He possesses extensive experience in technical and financial feasibility analysis of environmental projects, as well as practical experience in the installation and commissioning of conventional power generating systems and Uninterruptable Power Supply systems.

As an energy consultant, Anas conducted hundreds of energy audits and implemented more than fifty energy conservation projects in public and private sectors, achieving monetary energy savings exceeding 5 million USD annually.

As a renewable energy expert, Anas implemented tens of on-grid and off-grid solar PV projects in the region. He also conducted feasibility studies and life cycle cost analysis for using alternative power sources.

## CONTACT

Phone: + 962 79 8183250

Email: dina.abuarideh@greentech.ae

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### German Jordanian University in Amman

2011-2016

BSC in water/environmental engineering and resource management

### Al-asriyya

2009-2011

IGCSE (international British system)

### Energy from waste certificate

### B1 German language certificate

### Gender Mainstreaming incorporates Training

### Result Based Management Training

### Value Chain Mapping and Analysis Training

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## WORK EXPERIENCE

### Greentech, Business Development Officer

Oct 2017–Current

#### Responsibilities and Experience:

- Identify, define and develop funding sources to support existing and planned business activities, as well as coordinate the development, writing, and submission of grant proposals to third-party entities: USAID, UN, EU, AFD, GIZ, INGOs and NGOs...
- Responsible for creating and maintaining an annual grants solicitation plan.
- Responsible for collecting, analyzing, and reporting data on the performance of program activities that are funded by third-party sources.
- Assist in the administration of acquired funds.
- Proposal Writer/ Project Coordinator of the granted "Jordan Valley Links" project funded by MEDA (Global Canadian Affairs), in coordination with the Royal scientific Society (National Energy Research Center) and Future Pioneers.



## **EDAMA Association for Energy, Internship**

Aug 2017–Oct 17

### **Responsibilities and Experience:**

- Worked on "Improving Solid Waste Management in the Hotel Industry of Aqaba" project, funded and supported by UNEP
- Carried site visits to chosen Hotels in Aqaba for Waste Assessment and Evaluation
- Observed the types and relative amounts of waste produced
- Identified waste-producing activities and equipment
- Detected inefficiencies in operations or in the way waste moves through the organization.
- Observed the layout and operations of various departments.
- Assessed existing space and equipment that can be used for storage, processing recyclables, and other activities.
- Assessed current waste reduction efforts.
- Collected additional information through interviews with supervisors and employees.

## **Andritz Seperation GmbH, Internship**

Sep 2015–Jan 2016

### **Responsibilities and Experience:**

- Developed, configured and optimized industrial processes from inception through to start up and certification.
- Designed, ran, tested and upgraded systems and processes involved with 150 Filter presses.
- Assessed processes, took measurements and interpreted data for various Centrifuges and Filter presses.
- Developed best practices, routines and innovative solutions to improve production rates and quality of output.
- Performed process simulations.
- Provided process documentation and operating instructions

## **Engineering Technical, Internship**

Sep 2014–Oct 2016

### **Responsibilities and Experience:**

- Evaluating Construction design information such as detail and assembly drawings, design calculations, system layout, sketches, etc.
- Monitoring Manholes/Connection system construction to ensure compliance with regulatory standards or environmental requirements.
- Preparation of technical scope of work, correspondence and documentation that supported effective design, development and implementation of Wastewater Networks.
- Creating single line diagrams, panel schedules and connection diagrams of Wastewater Networks using computer aided design (CAD) software.