





EVALUATION OF THE WATER AND SANITATION SECTOR

Inception Report

March 2005

Evaluation for the European Commission



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ABBREVIATIONS AND ACRONYMS

ACP	African Caribbean and Pacific
ADB	Asian Development Bank
Consortium	PARTICIP GmbH, CIDEAL, Channel Research, South Research
CSPs	Country Strategy Papers
DPP	Disaster Preparedness and Prevention
DRI	Disaster Risk Index
EAP	Sixth Community Environment Programme
EC	European Commission
ECHO	European Aid Cooperation Office
EDF	European Development Fund
EPR	Environmental Policy Review
EU	European Union
EUWI	Water for life EU Water Initiative
Evaluation	Water and Sanitation Sector Evaluation
GWP	Global Water Partnership
IWRM	Integrated Water Resources Management
LRRD	Linking Relief with Rehabilitation and Development
MEDA	Mediteranean Countries
MDGs	Millennium Development Goals
NGOs	Non Governmental Organisations
TACIS	Technical Assistance to Community of Independent States
Team	Evaluation Team
ToR	Terms of reference
Unit	Evaluation Unit
W&S	Water and Sanitation
WB	World Bank
WSSCC	Water Supply and Sanitation Collaborative Council
WSSD	World Summit for Sustainable Development

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INCEPTION NOTE

1. INTRODUCTION

1.1. Evaluation overview

In the sphere of development co-operation, executive responsibility for evaluation in the European Commission (EC) rests with the Evaluation Unit (Unit). One of its duties is to initiate and provide the external co-operation services, and the wider public, with independent and accountable evaluations of EC co-operation policies, and development programmes. In accordance with this requirement, the Unit has commissioned a Water and Sanitation (W&S) Sector Evaluation (Evaluation), which in addition to its specific goals, forms part of a major initiative to assist the Unit in developing processes and procedures to shape future evaluation methodologies. A consortium managed by PARTICIP GmbH (Consortium) has been appointed to carry out the Evaluation, which is one of a series of sectoral assessments aimed at providing the Unit with a range of instruments to assist the design process, and assess performance. A measure of synergy between the sectoral evaluations would seem desirable, without preventing creativity or compromising the Evaluation's independence.

The scope, timeframe and general Evaluation methodology are described in the Terms of Reference (ToR)¹. In essence the Evaluation is required to evaluate the EC's performance in the W&S sector in terms of:

- Relevance, impact, effectiveness, efficiency and sustainability;
- Consistency and internal coherence; and,
- Co-ordination and complementarity.

From this analytical process a range of key lessons based on past EC experience (positive and negative) will emerge. Applying these lessons a set of conclusions shall be derived from which detailed recommendations can be drawn for specific target groups. These include the EC's Service groups in headquarters, responsible for planning and implementing W&S policy, and the Delegations.

To initiate the Evaluation (Desk Phase I - Starting Stage), a Launch Note² was prepared and submitted in December 2004. It contained an outline methodology, the final composition of the Evaluation Team (Team) and a provisional budget proposal. The Unit approved the Launch Note on December 2004, and the next step in the Evaluation process has culminated in the drafting and issue of this brief Inception Note (Desk Phase I – Structuring Stage). The

¹ Evaluation of the Water Sector, Terms of Reference European Commission, General Affairs, Evaluation, 30th September 2004

² Thematic Evaluation of the Water and Sanitation Sector, Launch Note, PARTICIP GmbH, December 2004

Inception Note sections are contiguous and contain a correlated précis of the preliminary documentation and data analysis, the construction of an intervention logic on which the analytical progression will be based, and the selection of the Evaluation questions with indicative judgement criteria. It also examines the Evaluation Techniques and Tools, Water and Sanitation Sector Lot 3 initiative³ highlighted in the ToR, from an experienced technical perspective. In addition, the Inception Note confirms (as far as possible) the national consultants identified for the fieldwork phase, the timing of the visits, and includes a Work Plan and Activity Schedule. A flowchart attached as Figure 3 illustrates how the Evaluation process elements interact in terms of focus, scope, and phasing.

At the Unit's request the Team has exercised considerable care in meeting and discussing the Evaluation with them and other EC staff to insure they are not unduly influenced, and that they remain truly 'independent and accountable'. Some informal contact has been made with the Unit and a number of exploratory meetings conducted to discuss programming, data collection, and to establish prompt contact with the Delegations in the 7 target countries.

1.2. Advantages and challenges

A sizeable amount of work has already been carried out on analysing the W&S sector under the Lot 3 project, which has led to the design of a set of iterative techniques and tools. No useful purpose can be served by revisiting a subject so thoroughly dealt with, and the maximum use possible will be made of the work already done, lessons learnt from past evaluations, and the experiences of others engaged in the sector (past and current). With its implicit influence, the Lot 3 initiative has been examined in some detail, and a number of inconsistencies with regard to this Evaluation have been identified. These will be reported on separately.

One of the main challenges will be to extract the most pertinent data from the wealth of information that exists. Indeed, information overload will be difficult to manage and the number of 'actors' engaged in the sector, combined with the number of web sites on which virtually everything is listed (often without any indication of importance) is a reality that must be addressed. Apart from some notable exceptions, current international water sector policies can be tracked back to key global actions, and all pursue a number of consistent and basic themes (i.e. reduction in poverty, access to water for all, empowerment, integrated planning, good governance, capacity building, etc).

The key water sector global actions, and their respective linkages are described in Section 2. Overall, there is a high level of consistence between the water sector policies promoted by donors, the development agencies and those of the EC. It is mainly in how they are pursued where inconsistencies are experienced. For example the Asian Development Bank's (ADB) use of water sector profiling to establish a framework for Integrated Water Resources

³ Evaluation Techniques and Tools, Lot 3: Sectors and Themes, EGEval, 2004

Management (IWRM) is not wholly consistent with the approach adopted by the World Bank (WB). And sectoral policies of individual member states, while in line with EU policies and coordinated, quite often pursue particular goals.

As regards programming, consultation and careful forward planning is important in order to meet key Evaluation targets. While deadlines must (and will) be met, a measure of flexibility would seem essential. Other notable challenges identified at this juncture, which will be addressed in the Evaluation include:

- Deciding on the number of delegations to be circulated with the list of questions, and the timing;
- Determining to what extent water governance, and national policies in the field visit countries need to be considered;
- Attribution, and the influence of other donors and development agencies on EC policies and programmes;
- Defining the manner in which the principles of Linking Relief with Rehabilitation and Development (LRRD) should be addressed;
- Agreeing to what extent and how disaster preparedness, and coping strategies should be considered;
- Updating the data base to accurately reflect EC involvement in the water sector; and,
- Development of a thematic methodology for application in new or updated guidelines.

One central issue for discussion and resolution is the relative position of W&S in the water sectoral hierarchy; comprising as it does only 2 of the of the 7 policy sub sectors listed in the ToR⁴. Irrespective of how it was derived, the order set down in the ToR is probably about right, with policy and protection followed by technical driven requirements, rivers, waste management, and finally education and training. However, selecting and listing policy sub sectors (inadvertently or not) can be misleading as it suggests they are ranked in importance. One of the primary aims of the data base analysis will be to investigate, and confirm the level of investment for the various policy sub sectors for the 7 target countries, and for the subsidiary countries being circulated with the questionnaire to see how this compares with the sub sectors.

In the light of the recent tsunami disaster how water sector policies and programmes can be used or adapted to prepare, and mitigate disaster impacts will be high on the political agenda. At the river basin level there is limited scope for action, and apart from routing floods more efficiently, and ensuring that river geomorphology is properly maintained it would require substantial investments in surge protection works (barrages, embankments, etc.) to afford any measurable level of increased security. At community level (urban and rural) future W&S systems could be designed to accommodate severe flood impacts, and while costly, this is likely to happen in future for low lying vulnerable areas with a high risk of inundation.

While largely overcome, the selection of national consultants with no possible conflict of interest to assist with the country mission has been demanding, particularly in the smaller countries where the EC are major providers of development assistance. Another point worthy of note is the period to be covered by the Evaluation, which has been fixed at 1999 to 2004. This will require updating the information database carried out under Lot 3, which only covers the period 1999 to 2003⁵. The possibility of including information from 2004 in the update will be investigated.

The field visits to the 7 target countries will be split between the senior Team members (3 and 4 countries). While both evaluators, and their respective teams, will be using an identical approach and operating in parallel, care will have to be exercised to ensure that there is conformity in the manner in which the investigations are approached, carried out, and reported.

⁴ Why these particular 7 were selected from the OECD/DAC list of 16 is unclear

⁵ Typology of Actions Supported by the EC in the Water and Sanitation Sector, EGEval, 25th February 2004

2. DOCUMENTATION AND DATA ANALYSIS

2.1. Introduction

During this structuring stage, the work has been dedicated to the collection and analysis of relevant key documentation, including data on the pertinent policy and programming documents and instruments, and also taking into account any key documentation produced by other international donors and agencies. A part of this work has been based on the results gained under Lot 3.

2.2. Selection and analysis methodology

The documents quoted in the ToR were first gathered, then a search (essentially through the internet) of relevant information on the W&S sector from EU and other donor agencies has been performed and a list of documents (see annex 1) ready for analysis has been drawn up.

2.3. Policies and programmes

2.3.1. European Commission and EU member States

European Development co-operation has been central to the European project since its inception in 1957. The first European Development Fund (EDF) was set up in 1957 and became part of all successive agreements under successive Lomé Conventions.

The EU's co-operation policy is based on Article 177 of the Treaty establishing the EC. It determines that the sphere of development co-operation shall have three objectives namely: fostering sustainable development of developing countries⁶; assisting the smooth and gradual integration of the developing countries into the world economy, and campaigning against poverty in the developing countries.

In April 2000, the EC sent a communication to the Council of Ministers and the European Parliament⁷ proposing an updating of EU Development Policy. This led in November 2000 to the Council and the Commission to endorsing a Development Policy Declaration⁸, which specified that the overriding objective of EU Development Policy must be “to reduce and eventually eradicate poverty”.

⁶ Sustainable Development is defined as the improvement of the standard of living and welfare of the relevant populations within the limits of the capacity of the ecosystems by maintaining natural assets and their biological diversity for the benefit of present and future generations.

⁷ Ref. n°3

⁸ Ref. n°10

In focusing on poverty reduction, the EC has adopted a broad definition⁹. Poverty is not solely defined as a lack of income and financial resources, but also includes the notion of vulnerability, low human capabilities and lack of empowerment. Poverty is also reflected in a lack of access to adequate food, drinking water, education and health, employment, land, natural resources, credit, information and infrastructure, as well as a lack of political participation¹⁰. All of these factors are central to both the poverty and food security agendas.

The guidelines for water resources development co-operation from 1998¹¹, whose centrepiece is a “Strategic approach for the equitable, efficient and sustainable management of water resources”, set out the EC's approach to water-related development activities, and constitute therefore a key contribution to the policy orientations in the water sector. The policy priorities defined in the above document are consequently:

supply to the public, especially the poorest, of sufficient drinking water of good quality and adequate sanitation, with the general objective of improving people's quality of life by improving their health and hygiene; and,

implementing national and regional water policies, with the general goal of introducing sustainable and equitable water resource management, integrating the various user groups, and ensuring that the systems set up are viable.

No strategy for the reduction of poverty can ignore people's vital requirements for water, and sustainable development policies must address the need for equitable and sustainable management of water resources in the interests of society as a whole. The global water crisis threatens lives, sustainable development and even peace and security.

Subsequently the communication on water management in developing countries from 2002¹² sees water resources management as a cross-sectoral issue to also be mainstreamed within most development policies of the EC. In brief this communication guides the provision of support to water resources management in developing countries for achieving the main development goals laid in the Treaty.

The Communication and the Council conclusions identified a number of clear priorities:

- Ensure a supply of sufficient, good quality drinking water, adequate sanitation and hygiene to every human being, especially the poorest and with a clear focus on the needs of women and children, with the general objective of reducing poverty and improving people's health, quality of life and livelihood opportunities;

⁹ Ref. n°6

¹⁰ Ref. n°4

¹¹ Ref. n°8

¹² Ref. n°1

- Develop sustainable and equitable transboundary water resources management taking into account all relevant interests, integrating the competing needs of the various users and facilitating South-South co-operation; and,
- Implement cross-sectoral co-ordination to ensure equitable, sustainable and appropriate distribution of water between users of different kinds.

Today, the draft Constitution, elaborated by the Convention, contains a statement on the Union's values (Art 3, para 4), referring to a wide range of issues such as peace and sustainable development, free and fair trade and the eradication of poverty.

Mindful of the lack of capacity in many countries to deal with natural and man made disasters, the European Community Humanitarian Aid Office (ECHO), now entitled the Directorate General for Humanitarian Aid, have developed a set of policies and strategy papers to focus, and direct intervention efforts. A 'coping capacity index' has been devised which ranks countries in order of their ability to handle disasters. This is used by programme and project planners as a LRRD tool to target weaknesses, and identify fields for specific attention, including the W&S sector. Others effective instruments include the Disaster Risk Index (DRI) and the use of Disaster Preparedness and Prevention (DPP) strategies. A current illustration of LDDR can be observed in Afghanistan where a number of water related ECHO initiatives are being mainstreamed into development projects. One of the challenges is reconciling the need to deliver prompt humanitarian assistance, and long-term sustainability of works quite often designed and built with little time to study and assess the engineering intricacies. This is one of many synergies between the Evaluation, which will be explored with the parallel ECHO WATSAN evaluation.

Most EU Member States have a specific emphasis on water-related development co-operation¹³. In accordance with the EC Treaty, co-ordination and complementarity of EC and EU Member States' development co-operation policies and activities aim to make the contribution of EU co-operation to partner countries more effective¹⁴. Clear strategies elaborated by partner countries are the ideal framework for reaching complementarity, which aims at a more sustainable use of limited resources by sharing lessons, avoiding unnecessary duplication and making use of a synergistic effect in different areas of expertise.

Although there are differences between the importance attached to water as a development co-operation component, and in water-related policies and priorities, there is an important similarity in their policy frameworks. Meeting basic needs for water supply and sanitation remains an important priority especially within programmes for poverty reduction, but this activity is now placed within an IWRM perspective. There has also been a shift from individual technical projects towards sector wide approaches, which address issues such as

¹³ Ref; n°7

¹⁴ Ref. n°71

capacity building, local-level management, and full stakeholder participation including particularly of women.

2.3.2. Cross-cutting issues: Gender and Environment

The 2001 Communication from the EC to the Council and the European Parliament presented a “Programme of Action for the mainstreaming of gender equality in community development intervention”¹⁵ that commits the EC to meeting three main objectives, and to implementing, monitoring and reporting on a detailed series of actions to achieve these objectives, i.e.:

- To integrate gender issues into the six priority areas of EC development co-operation as defined in the EC’s Development Policy¹⁶ namely: support to macroeconomic policies, poverty reduction strategies, and social sector programmes in health and education; food security and sustainable rural development; transport; institutional capacity building, good governance and the rule of law; trade and development; regional integration and capacity building;
- To mainstream gender within projects and programmes at country and regional level; and,
- To strengthen the Commission’s internal gender capacity, tools and methods.

An evaluation has been carried out by the EC on gender mainstreaming to assess the effectiveness of these objectives. In addition to the EC’s own policy commitments on the integration of gender in development co-operation, many partner countries have their own national policies on women or gender equality. Moreover, many of them are signatories to international agreements on the reduction of gender inequalities and promotion of women’s rights, which provide an important base for supporting actions in these areas.

The Sixth Community Environment Programme (EAP)¹⁷ provides a stable framework up until 2012 for Community environmental policies as well as for the integration of environmental concerns into sector policies. Its objectives respond to the key environmental priorities to be met by the Community in the following areas:

- Climate change,
- Nature and biodiversity,
- Environment and health and quality of life, and,

¹⁵ (COM(2001) 295)

¹⁶ (COM(2000) 212),

¹⁷ Decision n°1600/2002/EC of the European Parliament and the Council of 22 July 2002 laying down the Sixth Community Environment Programme Ref. n°73

- Natural resources and wastes.

These objectives and priority areas for action on international issues involve the following objectives:

- The pursuit of ambitious environmental policies at the international level paying particular attention to the carrying capacity of the global environment;
- The further promotion of sustainable consumption and production patterns at the international level; and,
- Making progress to ensure that trade and environment policies and measures are mutually supportive.

The Communication from the EC to the Council and the European Parliament dated 27-01-2005 on 2004 Environmental Policy Review (EPR)¹⁸ reports on the developments in EU environmental policy. Environment, including eco-innovation, is an essential element of the Lisbon strategy, through its contribution to sustainable economic growth and to the long-term competitiveness of the EU economy. In global terms the EC will continue to:

- Work with other countries to promote a more sustainable development. It will in particular develop a dialogue with emerging economies, which share similar views on sustainable development, to take forward international action necessary to address global environmental problems, to avoid competition based on reducing environmental standards and to promote the uptake of eco-innovations and more sustainable products and processes; and,
- Promote international co-operation in pursuit of sustainable development, seeking to address global and trans-boundary environmental problems, advancing EU environment policy on global issues and ensuring integration of environmental requirements into external policies, including security, development, trade policy and neighbourhood policy.

To support, assess and strengthen its environmental policies, the EC carried out an evaluation of the Environment and Forestry Regulations in 2004. These regulations are designed to 'promote the full integration of the environmental dimension in the development process', and promote conservation and sustainable management of tropical forests and other forests in developing countries'.

2.3.3. Other Development Actors

Many development agencies and institutions are dealing with the W&S sector and although each one may have its own focus of interventions, the similarity of their policies appears clear. The main objective of their policy is mainly the promotion of an IWRM approach in order to achieve the goals of economic development and poverty reduction.

¹⁸ {SEC(2005)97} ref. n° 74

The main development actors include:

- Financing agencies (e.g. African Development Bank, ADB, Islamic Development Bank, European Investment Bank, WB, KfW, etc.),
- Country development assistance through bilateral initiatives (e.g. DANIDA, DFID, NORAD, SDC, SIDA, AusAID, DGIS etc.); and,
- Multilateral development agencies (e.g. UNDP, UNICEF, WHO etc.) and Non Governmental Organisations (NGOs).

2.4. Multi-lateral and bi-lateral initiatives

2.4.1. Integrated Water Resource Management: a cross cutting approach

The application of IWRM¹⁹ principles, and river basin management, are central themes in defining and implementing a water policy aimed at satisfying the basic needs of the population, particularly the disadvantaged, and thereby contributing to creating an environment for improving health, within the overall framework of sustainable and equitable management of resources.

A water management policy must take proper account of the water resources available - and the real cost - and the actual needs of the various sectors concerned (drinking water consumers, agriculture, industry, energy, etc.). Effective resource management depends on being able to collect data. Development based on resource conservation and sparing use of water should be favoured. Water resources must be managed in an integrated manner taking account of all the legitimate uses and demands, including environmental objectives.

Integrated management requires that water resources within a given river basin or lake catchment area are managed in a holistic manner balancing the water needs of the aquatic environment, and the different water uses. An integrated approach also requires that all water (including groundwater and coastal water) be taken into account. This applies particularly to rivers that cross national boundaries, and lakes bordered by several different countries (i.e. Albania). A river-basin approach is considered most appropriate for managing water. The principles of sustainable and equitable management also apply at regional level, with regard to river basins that straddle borders.

¹⁹ Ref. n°31: IWRM is a balanced process with the objective of attaining water security and sustainability that requires vision and political will. It is basically promoting the development of partnerships through river basin organizations whereby users from various sectors can better manage water resources.

2.4.2. EC instruments

The W&S sector has been addressed through geographical co-operation instruments. Among them, the EDF for the African and Caribbean and Pacific (ACP) countries (plus South Africa financed under ex-BL B7-320) is by far the most important funding instrument for this sector. The second most important one is the Mediterranean Countries (MEDA) followed by Asia and Latin America (ALA), which is directed mainly to Latin America and a small part to Asia, and the Technical Assistance to Community of Independent States (TACIS) countries, which is a regional based initiative²⁰.

The EU policy framework on water and development, stresses that to achieve results will require progress in many different areas. Good governance, as well as political and sectoral reforms is a key requirement. Awareness raising, institutional strengthening and capacity building activities, and expanding the knowledge base are essential to support planning and decision-making, while ensuring participation of all stakeholders and ownership of policies and strategies²¹.

Partnerships between public, private and civil society actors have to be promoted, ensuring that those partnerships remain equitable and transparent. They should allow free and reversible choices on water services management, safeguard consumers' and investors' interests, and maintain high standards of environmental protection. Pricing of water services should ensure financial sustainability, although meeting the basic needs of poor and vulnerable groups requires the design of appropriate tariff structures and collection systems.

2.4.3. European Union Water Initiative and the EU Water Facility

At the World Summit for Sustainable Development (WSSD) in Johannesburg in 2002²² the EU launched a water initiative. The European Development Council Resolution on water management in developing countries policy and priorities for EU development co-operation from 2002²³ and the Water for life EU Water Initiative (EUWI) from 2003²⁴ intend to:

- Reinforce the EU commitment to contribute to meeting the Millennium Development Goals (MDGs), namely the targets on water (halving by 2015 the proportion of people without access to basic sanitation); and,
- To support IRWM and the development of water efficiency plans by 2005.

The key objectives of the EUWI are the:

²⁰ Ref. n°12, 13, 14, 15, 16, 17

²¹ Ref. n° 11

²² Ref. n°38

²³ Ref. n° 11

²⁴ Ref. n° 21, 22

- Reinforcement of political commitment towards action and innovation oriented partnerships;
- Promotion of improved water governance, capacity-building and awareness raising;
- Improved efficiency and effectiveness of water management through multi-stakeholder dialogue and co-ordination;
- Strengthened co-operation through promoting river basin approaches in national and transboundary waters; and,
- Identification of additional financial resources and mechanisms to ensure sustainable financing.

In December 2004 the EU launched its Euro 500 million Water Facility²⁵ for ACP countries - the single biggest EU allocation ever for water and sanitation projects. The facility was approved by the EU Council in March 2004 and was endorsed by the ACP-EU Council of Ministers at their meeting in Gaborone in May 2004. The objective of the water facility is to boost the sustainable delivery of water and sanitation infrastructure and to improve IWRM practises in ACP Countries. This will be done by actively addressing, at least partially, the financing gap. Priorities are derived from the EUWI, and in particular from the African-EU Partnership. The Facility is based on the following key principles:

- **Governance:** it will offer a helping hand to those ACP States that display real commitment to the development or improvement of sound national water policies as well as to a modern and efficient management of water resources. Funds will be invested in measures to build or strengthen institutional and regulatory frameworks which are considered a precondition for recipient countries' ability to attract more funds;
- **Ownership:** the Facility will be demand driven. It will be an instrument to support and deepen the involvement of actors in ACP States in the design and implementation of water policies; and,
- **Innovation and flexibility:** maximum impact will be achieved by offering creative mixtures of grants and other financial sources (such as soft loans, loan guarantees, micro-finance etc.) to fund basic infrastructure. The Facility will provide the necessary seed capital to launch projects and it will serve as a tool in forging the public/public and/or public/private partnerships needed to increase funding.

2.5. International agreements

The 1980's were proclaimed the "International Drinking Water Supply and Sanitation Decade", and saw a sustained push towards the goal of providing everyone with access to

²⁵ Ref. n°21

adequate drinking water and sanitation of a standard sufficient to meet basic needs. Despite the progress made, however, a great deal remains to be done.

Global Consultation on Safe Water and Sanitation for the 1990s in New Delhi, 1990, formalised the need to provide, on a sustainable basis, access to safe water in sufficient quantities and proper sanitation for all, emphasising the "some for all rather than more for some" approach. Four guiding principles were postulated:

- Protection of the environment and safeguarding of health through the integrated management of water resources and liquid and solid wastes;
- Institutional reform promoting an integrated approach;
- Community management of services; and.
- Sound financial practices.

The Earth Summit at Rio de Janeiro in 1992²⁶ further recognised the importance of water for environmental sustainability in the immediate as well as distant future, and the need to safeguard ecosystems by treating water as a precious resource, without compromising provision of basic human needs for water and sanitation. With a wider range of issues entering the water-related sector, the need to develop IWRM was gradually developing. Agenda 21 emerged from this Conference, with Chapter 18 dealing with water issues. Chapter 18 was titled: "Protection of the quality and supply of freshwater resources: Application of integrated approaches to the development, management and use of water resources".

The Dublin International Conference on Water²⁷ in 1992 underlined the basic principle that water is a limited resource that should be managed according to economic and environment-friendly criteria. Integrated management for optimal use of water resources, including all groups of users, is vital to ensure continuity of supply and conserve eco-systems. Four Guiding Principles were formulated:

- Freshwater is a finite and vulnerable resource, essential to sustain life, development and the environment;
- Water development and management should be based on a participatory approach involving users, planners and policy-makers at all levels;
- Women play a central part in the provision, management and safeguarding of water; and,
- Water has an economic value in all its competing uses and should be recognised as an economic good.

²⁶ Ref. n° 35

²⁷ Ref. n°39

In the Second World Water Forum at The Hague in March 2000, the theme of water scarcity and increasing pressures on a vital and vulnerable resource attracted a stronger attention. Achieving water security was recognised as the overarching global objective. The World Water Vision which was presented at the Forum, defined three primary objectives: (1) to empower people and communities to decide how to use water (2) to get more crops and jobs per drop (3) to manage use to conserve freshwater, and terrestrial ecosystems. It deemed five actions critical to the achievement of the objectives:

- Involving all stakeholders in integrated management;
- Moving to full-cost pricing;
- Increasing public funding for research and innovation;
- Co-operating to manage international basins; and,
- Massively increasing investments in water.

At the Millennium Summit in September 2000 the largest gathering of world leaders in history adopted the UN Millennium Declaration, committing their nations to a new global partnership to reduce poverty, improve health, and promote peace, human rights, gender equality, and environmental sustainability²⁸. One billion people in the world lack access to safe drinking water and 2.4 billion people do not have access to sanitation facilities. In response to this situation, the Millennium Development Goals (MDGs) was adopted and includes a specific target on water, which is to halve, by 2015, the proportion of people without sustainable access to safe drinking water.

The MDG are the world's time-bound quantified targets for addressing extreme poverty in its many dimensions i.e. income deficits, hunger, disease, lack of adequate shelter, and exclusion, while promoting gender equality, education, and environmental sustainability. They are also basic human rights i.e. the rights of each person on the planet to health, education, shelter, and security as pledged in the Universal Declaration of Human Rights and the UN Millennium Declaration.

The 2nd World Water Forum in Bonn²⁹ (December 2001) was the preparatory stage for the World Summit on Sustainable Development held in Johannesburg, South Africa (September 2002). During this summit, the MDGs targets were reaffirmed and recommendation made that 'the target on drinking water should be complemented by a corresponding target to halve the proportion of people lacking access to improved sanitation by 2015. One of the stated aims of the forum was to improve the integrated management of transboundary water resources, and to use co-operation on water (including river basin management) as a basis for bringing nations together. Five key messages were highlighted to: - (1) meet the security needs of the poor; (2) decentralise decision making and action to the appropriate level; (3)

²⁸ Ref. n°36

²⁹ Ref. n° 54

develop new partnerships and coalitions; (4) river basin level co-operation, and (5) better performing governance.

Since the end of the International Drinking Water Supply and Sanitation Decade, international co-ordination has fallen to the Water Supply and Sanitation Collaborative Council (WSSCC)³⁰. The WSSCC is the main international forum addressing issues of water, sanitation and hygiene. It has been responsible since 1991 for continuously reinforcing and promoting the water supply and sanitation agenda. The Council is emphasising the importance of advocacy and communication, and placing a strong focus on hygiene education and environmental sanitation.

The Global Water Partnership (GWP)³¹ was set up in 1996 to provide co-ordinated assistance to developing countries on integrated management of water resources. The GWP was established to respond to the need for co-ordination in applying an integrated approach to water resources management.

³⁰ Ref. n° 41

³¹ Ref. n°43

3. CONSTRUCTIVE LOGIC

3.1. Overview

The EC have drafted, developed, and implemented numerous policies and programmes (regional and country specific) related to water resources, and the most significant have been identified and examined in the documentation and data analysis (See Section 2). They have been classified in terms of scope, importance, relevance and interdependency, and tested against international agreements, development agency initiatives, and the donor community's general development goals. A thorough appreciation and understanding of EC sectoral policy and programmes, and its interaction with other sectoral initiatives, is crucial to this Evaluation. Having undertaken this review and analysis, the next step in the Evaluation process is to prescribe a set of instruments capable of analysing this information, in a defensible manner. To do this a logical process has been constructed whereby questions can be identified, structured and examined in a defined order.

Detailed guidance to evaluators working in the W&S sector is contained in the recently completed Lot 3 initiative. They have been explicitly cross referenced to the ToR and apply a systemic and logical rationale to:

- Identify and examine key EC sectoral policies, linkages to donors, delineation of the water sector, and assess their relative importance;
- Define and analyse a range of implementation scenarios using impact diagrams; and,
- Assess achievement through structured questionnaires, criteria and indicators.

Developing a set of practical tools that can translate sometimes-imprecise information collected via questionnaires into tangible answers, no matter how well structured, will be a key requirement of this Evaluation. One inconsistent aspect is the use of terminology, and simply collecting together all the disparate elements comprising the sector into simply W&S can be confusing. For example in the context of water use, the predominant requirement in many countries is for agriculture and not potable water supplies, which the use of the generic term implies. This misconception is replicated in the OECD/DAC codes where some sub sectors are lumped under W&S, while others are listed under separate heads (i.e. agricultural water resources forms part of agriculture). However, with the EC's overarching aim of poverty reduction, developing good IWRM procedures in a country suffering from drought is essential.

As a consequence of confusing terminology, evaluators are going to have to navigate their way through the database, and search for a technical rationale on which to base the work. This is the challenge currently confronting the Evaluation, and a process shall be developed that maximises the advances made to date, while addressing the most obvious inconsistencies.

3.2. Defining the logic

When dealing with wide ranging and complex thematic evaluations, the presentation of information in a succinct, and coherent manner is challenging. The Lot 3 procedures are well founded and provide decision makers with an effective and objective set of instruments on which defensible, and rational judgements can be based. Nevertheless, there are a number of issues in the Lot 3 procedures that need to be revisited, and possibly need further debate. In terms of conventional wisdom the most noticeable areas that must be addressed in defining the logic parameters are:

- Current sectoral terminology is imprecise and in some instances can be misleading – technically the subject of this Evaluation is the water sector not W&S;
- Sub sectors commonly used don't accurately reflect sectoral priorities and should be assessed (and perhaps ranked) in the context of investment by discipline and country (i.e. currently 70%³² of EC investment is in W&S hardware whereas investment in softer issues for ensuring sustainability is something like 1% and minimal)³³;
- There is no mechanism to access or 'weight' results in line with particular circumstances (i.e. in Samoa where EC investment in W&S is relatively modest they religiously apply policies but in others - notably India where EC investment is relatively much higher this is not always so);
- There are no working examples or practical guidance to evaluators on how the procedures should be applied; and,
- No practical guidance for end users exists on how the evaluation process may be applied to the design, management, and implementation of future policies and programmes.

The constructive logic (considered a more accurate descriptive term than intervention logic used in the Lot 3 exercise) is typically defined by impact diagram(s). These provide the analytical basis that will eventually enable the constructive logic to be defined. The impact diagrams prepare for the Lot 3 raise a number of questions, and the most obvious points of departure that need to be accommodated in defining the constructive logic are as follows:

- There is a lack of internal coherence and the process they expound is inconsistent and at times contradictory (i.e. extreme climatic events can be managed and accommodated with good IWRM but not reduced);
- Some key objectives on the overall diagram are missing (i.e. empowerment and the need to take W&S decision making down to the lowest possible level);

³² Typology of Actions Supported by the EC in the Water and Sanitation Sector, EGEval, 25th February 2004

³³ In Afghanistan high investment in water resources infrastructure is currently proving impossible due to poor governance and lack of appropriate implementation procedures

- Confusion exists over the choice and application of criteria on the diagrams – outputs, impacts, results are there but links to sustainability, effectiveness and efficiency are missing; and,
- On the overall diagram the vertical axis of the 3 key elements (water resource management, governance and access) is displaced, and the choice of immediate and global impacts is unclear.

Having identified a number of issues in the Lot 3 impact diagrams that need consideration, the constructive logic for this Evaluation has been defined, and is described in the simplified Water Sector Impact Diagram attached as Figure 4. The next step in the Evaluation process is to design a set of rational procedures for its application

3.3. Applying the logic

With regard to the various sectoral permutations, and the challenges imposed by the impact diagrams described above, a simplified approach has been constructed for this Evaluation that is technically accurate, maximises the use of past experience, and is comprehensible. It moves the argument from concept to practicalities – and develops a process that links documentation data and analysis (Section 2), through the definition and establishment of the constructive logic (Section 3), to the selection and qualification of the Evaluation questions.

The simplified water sector impact diagram identifies a range of linked sectoral issues. It starts with a set of global policies, which then lead to results, intermediate and long term impacts. Only the major objectives (at various levels) have been included, while stressing the linkages. A selection of the principal policies influencing the construction of the simplified water sector impact diagram is as follows:

Ref. n°	Policies	Output
1	The European Communities development policy	Poverty reduction policies are defined and put in place
6	Communication from the commission to the council, Untying: enhancing the effectiveness of aid	
9	Declaration by the council and the commission on the EC's development policy	Enabling policy and legal framework established and put in place
10	Draft resolution on water management in developing countries – Policies and priorities for EU development cooperation	
5	Water management in developing countries, policy and priorities for EU development cooperation	Institutions and service providers and the capacity to respond to sector needs
8	Guidelines for water resources development cooperation – Towards sustainable water resources management, a Strategic approach	
3	Integrating environment and sustainable development cooperation policy – Elements of a comprehensive strategy	Communities empowered and decision making at lowest practical level
11	Directive 2000/60/EC establishing a framework for community action in the field of water policy	

Out of this process emerges a series of correlated questions that are able to address the Evaluation ToR's main focus – namely, performance (i.e. the application of the 5 evaluation criteria), consistency/internal coherence, and coordination and complementarity. How these questions are framed and feed into the Evaluation process is described in the Flow Chart (See Figure 3). From these figures the following key sectoral themes emerge:

- Overall performance;
- Service delivery; and,
- Cross cutting issues.

From these overarching themes a range of questions have been identified, based primarily on the 25 included in the Lot 3 exercise but updated in respect of the ToR, their technical relevance, and suitability, the available time available for the Evaluation, and the need to develop a coherent approach that does not rely simply on statistical analysis, but one that with guidance, sensible judgement and experience can be applied. Above all, what comes out of the questionnaire survey must be capable of analysis and prove comprehensible. For the W&S sector this issue is largely unknown territory, and designing a sensible analytical approach will be comprehensively addressed in the Desk Stage (Desk – Phase I).

One challenging issue will be determining how the Evaluation outputs should be applied to future sector evaluations, and in particular how they will relate to existing management procedures. They will also have to take note of the current and proposed operational requirements of the various actors (i.e. RELEX, ECHO, etc.). For example evaluation forms pivotal element in the EC's project management cycle³⁴, and in the preparation of financing proposals and feasibility studies³⁵. In due course a similar document may have to be prepared to guide sector evaluations, or possible the EC's Guidelines for Water Resources Development Cooperation (See Reference 8) should be updated to include a suitable annex on the subject. And perhaps some advice on sectoral evaluations might be included in the guidelines for implementing Country Strategy Papers (CSPs). No programme (sector, programme or project) should be designed without reference to how it can be managed, monitored, and ultimately evaluated.

³⁴ Manual, Project Management Cycle, March 2001

³⁵ Improving the Quality of a Financing Proposal/Feasibility Study, European Commission, March 2002

4. EVALUATION QUESTIONS

4.1. Selection criteria and overview of the questions

This evaluation sector will be organised around a set of specific evaluation questions that relate to the standard evaluation criteria (relevance, effectiveness, efficiency, impact and sustainability). The 9 questions presented below deal with key issues of concern to those dealing nowadays with the development of the water sector and flow from the constructive logic (see Section 3) to a major extent. For each evaluation question, at least one indicative judgement criterion will be presented. Later on in the process, during the second part of the Desk Phase, indicators will be defined for each judgement criterion, which in turn will provide the basis for the definition of data collection methods and analysis.

Various elements have been taken into consideration when selecting the evaluation questions, and these include:

- The requirements specified in the ToR, and in particular Chapters 3.1 and 3.2;
- An analysis of relevant key documentation related to the EC's policy and programming and the subsequent constructive logic, also taking into account key documentation of other international donors and agencies; and,
- Technical knowledge and experience of the major issues of concern in the water sector.

As requested in the ToR, the 25 Evaluation Questions under the Lot 3 exercise have been used as a basis for the selection and presentation of the evaluation questions. With the time and resources available there is no suggestion of applying all 25, nor indeed is this considered necessary, and the Lot 3 questions have been used as a 'shopping basket' from which the most pertinent have been abstracted. In essence, the evaluation will address 9 key Evaluation Questions in the following manner:

- Questions 1, 2 and 3 assess the impact and effectiveness of EC support to W&S, and one of these questions addresses the major MDGs;
- Questions 4 and 5 deal with IWRM, one focusing on improving water governance in accordance with IWRM, the other on the adoption of IWRM in programmes;
- Question 6 deals with gender which is a major cross cutting issue associated with the water sector;
- Question 7 addresses the efficiency of W&S delivery programmes; and,
- Questions 8 and 9 deal with issues related to coherence, co-ordination and complementarity and as such aim to address two of the three major purposes of this evaluation (See, paragraph 13 of the ToR in particular).

4.2. Presentation of evaluation questions and indicative judgement criteria

The 10 selected evaluation questions, and their corresponding judgement criteria are outlined below. The reasons for the selection of each question, in addition to those presented earlier, are briefly summarised for each question.

Question 1: To what extent has EC support facilitated improved and sustainable access to safe drinking water and basic sanitation?

This question deals with the EC contribution to the achievement of the major W&S related MGDs, more in particular Target 10, which pledges a halving of the proportion of people without sustainable access to safe drinking water by 2015. In addition, the WSSD (2002) has recommended a corresponding target of halving the proportion of people lacking access to improved sanitation by 2015, which has been included in the MDGs.

Indicative judgement criteria:

For improved and sustainable access to safe drinking water:

- Increased proportion of the population having access to an improved and sustainable source of water;
- Increased quantity of water available for daily consumption in a sustainable way;
- Increased and sustained accessibility to an improved water source;
- Increased and sustained level of safety of the water provided by the improved source; and,
- Increased and sustained level of safety against disease provided by water from the improved source.

For improved and sustainable access to basic sanitation:

- Increased proportion of the population having access to basic sanitation;
- Improved level of privacy and dignity, in particular for women and girls, offered by sanitation facilities;
- Improved protection of environment against untreated effluents; and,
- Improved health and reduction in mortality and morbidity levels offered by sanitation facilities.

Question 2: How far has EC support for access to water and sanitation contributed to a reduction in poverty?

Poverty reduction is an overarching goal of EC development co-operation. Policy documents (of the EC and other donors) explicitly link support for the water and sanitation sector with achieving a reduction in poverty levels.

Indicative judgement criteria:

- Increased priority, in the design and provision of EC support for those most in need;
- Increased attention, in the design of EC support, for potentially productive uses of water at the level of the poor (beyond the fulfilment of basic human water needs for consumption and hygiene);
- Increased time availability, at target group level, for direct and indirect productive activities related to the increased availability of water and access to sanitation;
- Increased time availability, at target group level, for direct and indirect productive activities as a result of improvements in health status through a reduction in the incidence of water and sanitation diseases; and,
- Increased economic activity directly derived from the increased availability of water.

Question 3: How far has EC support for improved water supply and sanitation contributed to better health?

This is a key question considering that safe water and appropriate sanitation are crucial to human life; an estimated 80% of all diseases, and over one third of all deaths in developing countries are caused by the consumption of contaminated water.

Indicative judgement criteria:

- Degree to which EC support for water and sanitation has included health improving measures (including hygiene promotion and health education) in its design; and,
- Degree to which the incidence of infections related to water and sanitation has decreased.

Question 4: How far has EC support contributed to the adoption of national policies and legal instruments that are in accordance with the principles of Integrated Water Management Resources Management?

Pressure on water resources is increasing everywhere; obliging governments to consider and value water resources in their own right and manage them according to a comprehensive national policy is an essential development requirement. The promotion and enforcement of laws is another key consideration in a context of increasing competition for water resources. Environmental considerations are a major point of attention in this complex process and constitute a key area of concern for the EC.

Indicative judgement criteria:

- Degree to which EC policy and programming documents at country level, establish clear linkages between W&S delivery and environmental protection;
- Increased and proper application of the principles of IWRM in the national water sector policy formulation process and legislative framework; and,
- Increased emphasis on water governance and inclusion in the legislative framework, of:
 - clarification of the entitlements and responsibilities of users and water producers
 - clarification of the role of the State in the water sector
 - legal status for key stakeholders (including water utilities and user groups)
 - gender equality concerns.

Question 5: To what extent has EC support facilitated and contributed to the adoption and implementation of Integrated Water Management Resources Management into the planning and implementation of water and sanitation service delivery?

This question deals with the shift in paradigm toward integrated approaches and the inclusion, at country and programme level, of key principles such as the recognition of water as a basic human good, that is a finite resource with an economic value, and which will be increasing important in terms of international security.

Indicative judgement criteria:

- Degree to which the principles of IWRM have been mainstreamed into the EC's contribution to W&S service delivery;
- Degree to which EC project and programme proposals establish clear linkages between W&S service delivery and environmental protection; and,
- Degree to which W&S service delivery maintains the integrity of the ecosystem (protection and conservation of water resources, water pollution prevention and control, promotion and application of clean technologies for waste water treatment, etc.).

Question 6: How far have the EC addressed existing gender inequalities as a key goal in its water and sanitation service delivery programmes, and how successful have these efforts been?

Gender inequalities are an important issue in the water and sanitation sector; the appropriate involvement of women, for instance, is often a key to the effectiveness and sustainability of interventions. Women typically take responsibility for water and sanitation in the home and benefit directly from improvements.

Indicative judgement criteria:

- Increased attention in the design of EC support to existing gender inequalities related to the W&S sector;
- Increased inclusion in the design of EC support of specific strategies, objectives and measures to redress existing gender inequalities in the W&S sector;
- Increased level of attention paid to the design of water sources and sanitation assets for the specific situation of women and girls;
- More equitable use and control over water sources and sanitation facilities between the sexes; and,
- More equitable division of the benefits between man and women (boys and girls).

Question 7: To what extent have EC water and sanitation delivery programmes been implemented in an efficient way?

Efficiency is a major evaluation criterion and should as such been addressed in this evaluation. The focus of this question is on the efficient provision of water and basic sanitation, which constitute the major area of EC support to the water sector.

Indicative judgement criteria:

- Level to which programme design and implementation include effective local participation, and ownership;

- Level to which relief and rehabilitation efforts in the W&S sector have been linked with development;
- Quality of project management (financial and human resource management, risk management, coordination mechanisms with other actors, etc.);
- Quality of monitoring and evaluation systems at project and programme level;
- Level to which the programme optimises the contribution from the host country (local human resources, embedding in local institutions, local responsibility, etc.);
- The extent to which appropriate technologies (labour based construction, bioengineering solutions, etc.) are used at project and programme level;
- The importance placed on implementing the economically most advantageous technical solutions (optimal cost benefit ratio) at project and programme level; and,
- To what extent local contributions (in kind, and in cash) are mainstreamed into the construction, operation and maintenance of W&S service delivery.

Question 8: To which extent has EC support to the water sector and other EU policies affecting the sector, been consistent and coherent?

Evaluating the consistency and internal coherence between EC-support to W&S and other relevant EU policies is one of the main purposes of this evaluation. In periods when a paradigm shift takes places, ensuring coherence becomes increasingly complex.

Indicative judgement criteria:

- Existence and quality of dialogue platforms and mechanisms including the linkages between the various DGs/Units responsible for the planning and implementation of activities related to the water sector (i.e. agriculture, development, research and education, humanitarian aid, emergency relief, etc.);
- Level of complementarity, coherence and consistency of water sector policies and objectives (of various DGs/Units) affecting the sector;
- Level to which all sectoral policies take (increasingly) into account activities and developments related to water and influencing the water sector generally, (thereby taking into consideration the different values of various water uses, and the finite and vulnerable character of the water resource); and,
- Level of inclusion of the principles of IWRM in the various EC water sector policies and programming documents.

Question 9: To what extent has EC support to the water sector at country level (as defined in the CSPs, NIPs, etc) been coherent and complementary with overall EC policies, and with policies, strategies and actions of member states and other major actors?

Vertical coherence within the EC is an important issue to address, and vital to achieving coherence and complementarity at other levels. Evaluating the complementarity of EC supported actions and strategies for the water sector with policies, strategies and actions of member states and other major actors (partner countries, donors, etc.) are one of the major purposes of this evaluation.

Judgement criteria:

- Degree to which CSP/NIP formulation processes take EC W&S policies and major sectoral objectives into account;
- Coherence/similarity between W&S sector policies and major sectoral objectives at EC level and those at CSP/NIP level;
- Degrees to which relief and rehabilitation actions implemented at country level take W&S policies and sector objectives into account;
- Degree to which the CSP/NIP take into account the policies and actions of member states and other actors;
- Degree to which synergies have been pursued and are compatible with the actions of member states and other actors; and,
- Level of operational coordination between the recipient country, the EC, and other donors.

5. EVALUATION PROCESS AND PROCEDURES

5.1. Methodology review and update

While the Evaluation methodology and implementation framework has been established in the Launch Note it will be kept under constant review, and reorganized as required. Having assembled and reviewed the main development and policy documents (See Section 2) work has commenced on updating the statistical database applying the general approach established in Typology of Actions for Lot 3. The data will eventually be analysed by applying a range of thematic instruments using the defined constructive logic (See Section 3). Much of the analytical work will follow the Lot 3 precedents with its emphasis and application of prescribed evaluation questions, supported by the impact diagram(s), performance criteria, and measurement indicators.

The selection of the Evaluation questions follows a rational process and is described in Section 4. A preliminary appraisal of the number and selection of Delegations (target and subsidiary) to be circulated with the questionnaire has been carried out, and will be elaborated at the desk study phase (Desk – Phase I). It using the following country prescribed criteria:

- Regional representation (ACP, MEDA, ALA and TACIS) and their relationship, socio economic composition, and physiological similarity;
- Overall level of water sector investment (EC, development agencies, and donors) in terms of content and scope;
- Vulnerability, poverty index ranking, conflict status, and general coping capacity;
- Participation in previous sector evaluations; and,
- Number, extent and relevance of previous project and programme evaluations.

Mainstreaming LRRD into the Evaluation process will be addressed at the desk study stage (Desk – Phase I). Crossing as it does virtually all the W&S related issues, the Evaluation questions respond, and reflect the concerns of vulnerable countries, either emerging from a disaster or without the coping strategy to deal with one should it occur. The target field visit countries cover a range of coping capacities (Russian Federation – high, Morocco – medium, India – low, and Bolivia very low)³⁶, and this will provide a useful entry point when analysing LRRD. One matter to be addressed is the development of procedures to access and evaluate LRRD in ‘real time’, as its usually period related (i.e. Afghanistan after some 30 years of conflict is moving from emergency to development). Another is how the temporary nature of W&S interventions required to answer an emergency (i.e. the December 2004 tsunami) can be assessed in terms of sustainability, and policy. There are others.

³⁶ Coping Strategy: Towards Overcoming the Black Hole, European Commission, ECHO, January 2005

A detailed explanation of the Evaluation's scope and goals, the basis of the question selection, and a précis of the analytical procedures will accompany the questionnaire survey. The Food Aid Policy evaluation approached 30 Delegations³⁷ and will provide a useful model. Although it's too early to reach any firm decision on timing, or how many Delegations should be circulated, one option under consideration is to test it on discrete selection of two to three target countries. Having assessed its applicability, and corrected any weaknesses the questionnaire can then be circulated to the other pre-selected Delegations. Finalising the questionnaire procedures will be carried out as part of the desk study phase (Desk – Phase I).

The next stage of the Evaluation process will culminate in the preparation and issue of the desk stage report. This will revisit, consolidate and seek approval of the Evaluation methodology. At this juncture the field and final phases are expected to follow broadly as planned. They are described in the Launch Note and broadly follow the outline set down in the ToR.

5.2. Target countries and team structure

There is no intention to re-examine the choice of countries selected for the field visits at this juncture. The rationale behind their adoption is described in the ToR, and they seem a reasonable and representative cross section of the EC's participation in the W&S sector. Without a great deal of study and further analysis there is no evidence to question their selection. With the exception of Bolivia and Russia the core Team have had considerable experience in the selected countries (including performance evaluations), and there is no known conflict of interest. Not all the Team members will visit every target country, and the final selection has been based on their language skills, individual experience, and local knowledge.

To support the core Team members a number of junior experts will be deployed at various stages of the Evaluation. They have all had 'hands on experience' of the Lot 3 evaluation, and will accompany senior Team members on of some field visits. As well as assisting with the Evaluation fieldwork, the junior experts will plan, convene and run focus groups in their respective countries with the aim of widening the investigation process to include other key stakeholders (i.e. government, donors, NGOs, development agencies, etc.). Although subject to final confirmation, Team expert inputs (senior and junior), national consultants, and the indicative field visit times are as follows:

³⁷ Thematic Evaluation of Food-Aid Policy and Food-Aid Management and Special Operations in Support of Food Security, Questionnaire for Delegations, 4th March 2004

Code	Country	Senior team expert	Junior team expert	National consultant	Timing
ALA	Bolivia	I G Harmond	Mirjam Luthe-Alves	Jose A Valdez	May
	India	I G Harmond	Cornelia Schmitz	Subrata Ray	June
ACP	Cape Verde	J C Ceuppens	-	Antonio A Sabino	June
	Samoa	I G Harmond	-	Chris Solomona	July
	South Africa	I G Harmond	-	Mankone Ntsaba	July
MEDA	Morocco	J C Ceuppens	-	Abdeljalil Derj	July
TACIS	Russia	J C Ceuppens	Martin Steinmeyer	Vladimir N Kiselev	June

Full CV's of the Team members were included in the Launch Note. The only exception is in respect of M Luthe-Alves whose is attached in Annex 2 along with brief summary CVs of each of the national consultants. Precisely what the national consultants will contribute to the Evaluation process, and how they will interface with the Team will be described in the desk phase report but in broad terms they will be contracted to perform the following tasks:

- Act as a bridge between the Team and the Delegation, establish initial contact and brief key contacts, and generally prepare the groundwork for the field work in advance;
- Introduce the field work questions to the Delegation and address any immediate queries that may arise;
- Prepare a schedule of appointments with key stakeholders (i.e. government, development banks and agencies, NGOs, member countries, major donors, etc);
- Collect together summaries of relevant national water sector development programmes, policies, and specific W&S projects;
- After meeting the Delegation identify a range of representative initiatives and determine the practicality of 'site testing' one or more;
- Accompany the senior Team member to meetings with stakeholders, focus groups and on site visits, act as translator (where necessary), assist with the Delegation briefing, and in the preparation of the country note; and,
- Provide any follow up advice and assistance that may be required.

In the time available for the field visits (average of 10 days including travel time) it is absolutely vital that the national consultants are adequately briefed, and deployed well in advance of the arrival of the senior Team member - there is no margin of error. Above all the Delegations must be receptive, and acknowledge the importance of their cooperation if the Evaluation goals are to be achieved. The Unit will be a considerable help in this regard.

5.3. Work Plan, activity schedule and reporting

A programme of Evaluation phases and stages was set down in the ToR, and these were updated and refined in the Launch Note. However, they lacked detail and have been expanded to illustrate how the various stages interlink, and the work will be carried out. The primary planning tool has been the Work Plan and this is included as Figure 1. It describes the various Evaluation phases and the estimated outputs for the Experts, and describes activities. These are likely to be rescheduled as the work unfolds.

An Activity Schedule is included as Figure 2 and provides a timeframe for the Evaluation in line with the Work Plan. It must be stressed that both the Work Plan and Activity Schedule are proposed and will almost certainly require updating from time to time as the work progresses.

6. ANNEX, TABLES AND DIAGRAMS

ANNEX 1

Water and Sanitation References

ANNEX 1 - WATSAN – References

Ref	Author	Title & Subject	Date / Ref	SIZE
1	Commission of the European Communities	Communication from the Commission to the Council and the European Parliament "The European Community's Development Policy"	26/04/00 COM (2000) 212 final	45
2	Commission of the European Communities	Communication to the Commission on the "Reform of the Management of External Assistance"	16/05/00 Rev 8	24
3	Commission of the European Communities	Communication from the Commission to the Council, the European Parliament and the Economic and Social Committee "Integrating environment and sustainable development into economic and development co-operation policy – Elements of a comprehensive strategy"	18/05/00 COM (2000) 264 final	44
4	Commission of the European Communities	Communication from the Commission to the Council and the European Parliament on "the 3 rd United Nations Conference on least Developed Countries"	11/04/01 COM (2001) 209 final	10
5	Commission of the European Communities	Communication from the Commission to the Council and the European Parliament "Water management in Developing countries policy and priorities for EU development co-operation"	12/03/02 COM (2002) 132 final {SEC(2002)288} + Annexe	24 + 13
6	Commission of the European Communities	Communication from the Commission to the Council and the European Parliament "Untying: enhancing the effectiveness of aid"	18/11/02 COM (2002) 639 final	16
7	Commission of the European Communities	Council conclusions on co-ordination between the Community and the Member States in the field of development co-operation - Point 1.3.41 & Point 1.4.53	9/03/98 & 5/06/97	2
8	European Commission – DG Dev, Unit B/5	Guidelines for Water resources development co-operation – Towards sustainable water resources management – A strategic approach + Introduction note by A. Liebaert	09/1998	351
9	Council of the European Union	Declaration by the Council and the Commission on the "EC's Development Policy"	10/11/00 13458/00	12
10	Council of the European Union	Draft resolution on water management in developing countries: "Policy and priorities for EU development co-operation"	7/06/02 9696/02	6
11	European Parliament and the Council of the European Union	Directive 2000/60/EC of the European Parliament and the Council of 23 October 2000 establishing a framework for Community action in the field of water policy	Official Journal L327, 22/12/00 p. 0001-0073	42
12	Council of the European Union	Council Regulation (EEC) No 1762/92 on the "Implementation of the protocols on financial and technical co-operation conducted by the Community with Mediterranean non-member countries"	29/06/92 Official Journal L181, 01/07/92 p.0001-0004	5

13	Council of the European Union	Council Regulation (EC, EURATOM) N° 99/2000 of 29 December 1999 concerning the "provision of assistance to the partner states of Eastern Europe and Central Asia"	Official Journal L12/1 18/01/00	9
14	Council of the European Union	Council Regulation (EC) N° 1726/2000 of the European Parliament and of the Council of 29 June 2000 on "Development co-operation with South Africa"	Official Journal L198/1 4/08/00	5
15	Council of the European Union	Regulation (EC) No 2493/2000 of the European Parliament and of the Council of 7 November 2000 on "measures to promote the full integration of the environmental dimension in the development process of developing countries"	Official Journal L288/1 15/11/00	5
16	Council of the European Union	Regulation (EC) N° 2130/2001 of the European Parliament and of the Council on "operations to aid uprooted people in Asian and Latin American developing countries"	Official Journal L287/3 31/10/01	5
17	Council of the European Union	Council Regulation (EC) N° 2415/2001 of 10 December 2001 amending Regulation (EC) N° 2666/2000 on assistance for Albania, Bosnia, Herzegovina, Croatia, the Federal Republic of Yugoslavia and the former Yugoslav Republic of Macedonia and Regulation (EC) N° 2667/2000 on the European Agency for Reconstruction	Official Journal L327/3 12/12/01	2
18	European Parliament (Fact sheets)	The Maastricht (02/1992) and Amsterdam (10/1997) Treaties	www.europarl.eu.int/facts/1_1_3_en.htm (summary)	5
19	Commission of the European Communities	Annual report 2001 from the Commission to the Council and the European Parliament on the "EC Development policy and the implementation of the external assistance"	12/09/02 COM(2002) 490 final	244
20	Commission of the European Communities	Annual report 2003 from the Commission to the Council and the European Parliament on the "EC Development policy and the implementation of the external assistance in 2002"	3/09/03 COM(2003) 527 final	334
21	European Commission	EU Water initiative <ul style="list-style-type: none"> • Goals, background & Approach • Brochure "Water for life: International Co-operation from knowledge to action" • EU Water initiative: the challenge • The ACP-EU Water facility 	EUR 20612 (2003)	15 25 15 3
22	European Commission	Water is Life – Water Framework Directive in the European Union Life III – Water, an essential resource – LIFE and new European Water Policy	2002	25
23	European Commission – Evaluation Unit	Evaluation Unit website – list of Evaluation reports available (ACP, MEDA, CARDS)	Europa.eu.int/comm/europeaid/evaluation/index.htm	-
24	European Commission – External relations	Country & Regional Strategy papers: available list	Europa.eu.int/comm/external_relations/sp/index.htm	-
25	European Commission – External relations	European Development Fund + TACIS + PHARE + MEDA : general information		-

26	Organisation for Economic Co-operation and Development (OECD)	DAC criteria for evaluating development assistance – Definitions (WP)	-	2
27	Organisation for Economic Co-operation and Development (OECD)	Publications & Documents list – WP	www.oecd.org/home/	-
28	Organisation for Economic Co-operation and Development (OECD)	The DAC Guidelines: “Strategies for Sustainable Development – Guidance for Development Co-operation”	2001	75
29	Organisation for Economic Co-operation and Development (OECD)	The DAC Guidelines: “Integrating the Rio conventions into development co-operation”	2002	86
30	The Water Page	<ul style="list-style-type: none"> • Water resources information database • Policy and Law • Water resources management reform Process • Ministerial Declaration of The Hague on Water Security in the 21st Century 	2000-2004 www.thewaterpage.com/information/welcome.cfm	20
31	Global Water Partnership (GWP)	<ul style="list-style-type: none"> • Catalyzing change: a handbook for developing integrated water resources management (IWRM approach) and water efficiency strategies 	2004	46
32	Global Water Partnership (GWP)	<ul style="list-style-type: none"> • Effective Water Governance – Learning from the Dialogues (3rd World Water Forum Kyoto) 	03/2003	33
33	World Bank	<ul style="list-style-type: none"> • Water resources strategy – Strategic directions for World Bank engagement 	2004	78
34	World Bank	<ul style="list-style-type: none"> • Bridging troubled waters: assessing the water resources strategy since 1993: • Precis & Overview and Executive Summary 	Spring 2002 www.worldbank.org/oed/water/	43
35	United Nations	<ul style="list-style-type: none"> • Agenda 21: the Rio Declaration on environment and Development • Chapter 18: Protection of the quality and supply of freshwater resources: application of integrated approaches to the Development, management and use of water resources 	June 1992 www.un.org/esa/sustdev/documents/agenda21/index.htm	20
36	United Nations	<ul style="list-style-type: none"> • Resolution adopted by the General Assembly 55/2 United Nations Millennium Declaration • Resolution adopted by the general assembly 58/217 on “International Decade for Action ‘Water for Life’ 2005-2015 • Millennium Development goals – indicators 	18/09/00 A/RES/55/2 9/02/04 A/RES/58/217	9 2 8

		<ul style="list-style-type: none"> • Millennium Development goals and why they matter • Setting the scene : the World Water crisis 	www.paris21.org/betterworld/goals.htm	21
37	United Nations	<ul style="list-style-type: none"> • UNEP- Publications list : Water for the future • “An annotated bibliography for World Water Day and the International Year of freshwater” • Freshwater resources – water graphics • The UN World Water Development Report Water for people, water for life (portal) 	2003 www.unep.org/vitalwater/freshwater.htm www.unesco.org/water/wwap/wwdr/table_contents.shtml	126
38	United Nations	<ul style="list-style-type: none"> • Report of the World Summit on Sustainable Development – Johannesburg SA • Facts about water 	UN- A/CONF.199/20* (Aug-Sept 2002)	173 (+2)
39	UNCED	<ul style="list-style-type: none"> • The Dublin Statement on Water and Sustainable Development 	01/1992	5
40	International Water Management Institute (IWMI)	<ul style="list-style-type: none"> • Water Policy Briefing Current issues of Water Policy briefings : list of available docs & reports 	www.iwmi.cgiar.org/waterpolicybriefing/index.asp	
41	Water Supply & sanitation Collaborative Council (WSSC)	<ul style="list-style-type: none"> • WSSCC web page : docs resources 	www.wsscc.org/home.cfm	
42	World water Council	<ul style="list-style-type: none"> • Reports and Publications list (2004) 	www.worldwatercouncil.org/publications.shtml	
43	Global Water Partnership	<ul style="list-style-type: none"> • Library – Global links 	www.gwpforum.org/servlet/PSP?chStartupName=_links	
44	International Water and Sanitation Centre (IRC)	<ul style="list-style-type: none"> • IRC publications list 		40
45	Various	<ul style="list-style-type: none"> • Global International Water Assessment: (GIWA - Sweden) in brief • Global Environment Facility (GEF) in brief & Project list (1,300 ! = 460p) • Global Applied Research Network (GARNET) key points • Sustainable Development International (SDI) • Freshwater Action Network (Global Network of NGO's and CBO's) • International Water Management Institute (IWMI) - overview 	www.giwa.net/ www.gefweb.org/ www.lboro.ac.uk/www.sustdev.org/ www.freshwateraction.net/ www.iwmi.cgiar.org/	
46	White Water to Blue Water (WW2BW)	WW2BW Partnership (Initiative)	www.international.noaa.gov/ww2bw/	
47	Asian Development Bank	Water for all – The water policy of ADB	2001 www.adb.org/Water/default.asp	59
48	Overseas Development Institute (ODI) – Water Policy Programme	Report on Water and Poverty Reduction for the “Water, poverty and Development” project of WWF Living Waters	03/2004	83

49	ODI - PRSP	PRSP – Monitoring & Synthesis project – Briefing not 9 – PRSP Annual Progress reports and Joint Staff assessments – A review of Progress	2004	20
50	ODI – briefing paper	European Development Co-operation to 2010 – International development and foreign policy (S. Grimm)	01/2004	4
51	Water & Sanitation Programme (WSP)	Water supply in Poverty reduction strategy papers: developing a benchmarking review and exploring the way forward	10/2003	27
52	Institute for Management in Environmental Planning Technical University of Berlin	Biodiversity and International Water Policy – International agreements and experiences related to the protection of freshwater ecosystems	05/2001	44
53	Dushanbe International Fresh Water Forum	Water Forum 29/08-1/09/2003 Book	09/2003	272
54	Federal Government Germany	International Conference on Freshwater – Bonn 2001- Ministerial Declaration- The Bonn keys – Bonn recommendations for Action	12/2001	20
55	ERM	Abstract of the evaluation of the environmental performance of EC programmes in Developing Countries (ACP/ALA/MED) - 951213	12/1997 (300 p)	2
56	ECO	Evaluation de la composante forestière des programmes de la CE dans les pays en Développement Rapport de synthèse	Juillet 1998 EvalB7-6201	118
57	GERMAX	Evaluation report of ECHO's Global Plan 2000 – Angola: Sector: Water and sanitation	12/00 ECHO/EVA-B7-210/2000/01009	16
58	GFE	Evaluation report of the ECHO actions in favour of the Burmese refugees in Thailand – Sector Water & Sanitation	03/2002	18
59	EVA-EU association	Evaluation of ALA Regulation No 443/92 on co-operation between the EC and ALA countries (Final report)	05/2002	66
60	ODI/MWH/ECDDPM	Evaluation of the EC's country strategy for South Africa	12/2002	111
61	ODI/MWH/ECDDPM	Evaluation de la stratégie pays de la CE pour le Maroc (Rapport final)	07/2003	71
62	ODI/MWH/ECDDPM	Evaluation of the EC's country strategy for Lesotho – Report	08/2004	95
63	DRN/ADE/ECO/NCG	Evaluation of the environment and forests regulations 2493/2000 and 2494/2000	11/2004	69
64	EGEVAL (Particip/ Eureval/ ADE)	Evaluation techniques and tools Lot 3: Sectors and Themes – Overview of water and sanitation sector policies of main donors and links to some relevant evaluations	2004	200
65	Asian Development Bank	Sector Synthesis of post-evaluation findings in the Water supply and sanitation sector	11/1994	14
66	KfW	Cape Verde: Water supply Fogo – Ex-post evaluation - summary	2002	5
67	Japan International Co-operation	Thematic evaluation on JICA's co-operation on water and poverty in Africa – Final report	03/2003	70

	Agency (JICA)			
68	Various	<ul style="list-style-type: none"> • UNEP- Water related Websites links & addresses (10p) • World's Water links – Freshwater resources links to websites (10p) • EC websites & al links (2p) 	www.unep.org/vitalwater/orginsts.htm www.worldwater.org/links.htm	
69	International Water laws	<ul style="list-style-type: none"> • International agreements & Documents list on Water links to docs (2p) 	www.internationalwaterlaw.org/Intlaw/agreements.htm	
70	European Commission - Secretariat of the IQSG	Guidelines for implementation of the Common Framework for Country Strategy Papers	D(2001)/2789 4/05/01	14 + ann.
71	European Commission	Communication from the Commission of 6 May 1999 – Complementarity between Community and Member States Policies on Development Co-operation	05/01999	
72	World Bank	Efficient, sustainable service for all ? An OED review of the World Bank's Assistance to Water Supply and Sanitation	Report n°26443 1/09/2003	59
73	European Parliament and the Council	Decision n°1600/2002/EC of the European Parliament and the Council of 22 July 2002 laying down the sixth Community Environment Programme	OJEC L242/1 10/09/02	15
74	Commission of the European Communities	Communication from the Commission to the Council and the European Parliament – 2004 Environmental Policy Review	COM(2005) 17 final {SEC(2005)97} 27/01/05	11
75	Africa-EU Partnership	The EU Water Initiative: Africa-EU Strategic partnership on water affairs and sanitation – Outline strategy and 2004-2005 work Programme & Joint Declaration of the Africa-EU strategic partnership on Water affairs and sanitation	Addis Ababa December 2003 (V09/12)	22 +2
76	World Summit Johannesburg, SA	Launch of the African-European Union Strategic partnership on Water Affairs and Sanitation – Johannesburg Declaration – World summit on sustainable Development	2/09/02	7
77	Commission of the European Communities	Communication from the Commission to the Council and the European Parliament – Communication on the future development of the EU Water Initiative and the modalities for the establishment of a Water Facility for ACP countries	COM(2004)43 final 26/01/04	21
78	European Parliament	Water management in Developing countries – European Parliament resolution on the Commission communication on water management in developing countries and priorities for EU development co-operation	(COM(2002)132-C5-0335/2002-2002/2179(COS) 04/09/03	6

ANNEX 2

CVs National Consultants

DERJ, Abdeljalil
KISELEV, Vladimir
NTSABA, Mankone
RAY, Subrata
ADVINO SABINO, António
BANZE, SOLOMONA, Christopher
VALDEZ, Jose

CV Junior Team Expert (not included in the Launch Note)

LUTHE – ALVES, Mirjam

CURRICULUM VITAE

1. **Surname:** DERJ
2. **First name:** Abdeljalil
3. **Date of birth:** 1948 à Méknès
4. **Nationality:** marocaine
5. **Civil status:** marié
6. **Education:**

<i>Institutions:</i>	Université de Grenoble II Faculté des Sciences Sociales
<i>Date: from - to</i>	09 / 1979 à 01/ 1986
<i>Degree(s) or diploma(s):</i>	Doctorat de Troisième Cycle en sciences économiques

7. **Language skills:** (mark 1 to 5 for competence, where 5 is the highest)

<i>Language</i>	<i>Reading</i>	<i>Spoken</i>	<i>Written</i>
Arabe	5	5	5
Français	5	5	5
Anglais	3	2	2

8. Membership of professional bodies:

- Association Marocaine des Agro-Economistes
- Association Nationale d'Irrigation et de Drainage
- Almae (eau)

9. **Other skills:** Connaissances informatiques office 2003 (winworld ;excell, power point) tableurs multiplan et lotus.

10. **Present position:** Consultant indépendant

11. **Years within the company:** 14 ans ; consultant indépendant depuis : 5 ans

12. **Key qualifications:** Gestion du cycle de projet

- Gestion de l'environnement
- Planification sectorielle
- Tarification

13. Specific experience (in non-EU member countries):

<i>Country</i>	<i>Date: from - to</i>	<i>Name and brief description of the project</i>
Maroc	Mars-Avril 1995	Etude de réinstallation des populations touchées par les retenues du complexe de Dchar El Oued –Aït Messaoud / Ministère des Travaux Publics/ Administration de l'hydraulique / Direction de la Recherche et la Planification de l'Eau/ Banque Mondiale/ CID 1996
Maroc	1998-1999	Projet de restructuration de renforcement institutionnel du secteur coopératif au MAROC/ FAO- Projet TCP/MOR/6716
Maroc	2000-2001	Etude de Réhabilitation Petite et Moyenne Hydraulique dans la vallée du DADES/ ORMVA-OUARZAZATE KFW– (Maroc Développement -GOPA)
Maroc	En cours	Etude de programmes de développement intégré des zones forestières et péri-forestières au niveau du centre de développement forestier pilote de AMIZMIZ/ Ministère des Eaux et Forêts

14. Professional experience record:

<i>Date: from - to</i>	Sept 1982- Décembre 1983
<i>Location</i>	Casablanca
<i>Company</i>	Office de la Formation Professionnelle
<i>Position</i>	Formateur
<i>Description</i>	Enseignant en comptabilité et mathématique financière
<i>Date: from - to</i>	Janvier 1984 à Septembre 1984
<i>Location</i>	Rabat
<i>Company</i>	Direction de la Planification et des Etudes du Ministère de l'Equipement
<i>Position</i>	Chargé de mission à la Direction
<i>Description</i>	Evaluation des Etudes faites pour le compte du Ministère de l'Equipement
<i>Date: from - to</i>	Septembre 1984 à Decembre 1996
<i>Location</i>	Rabat
<i>Company</i>	Conseil Ingénierie & Développement
<i>Position</i>	Economiste principal
<i>Description</i>	Contribution à différentes études, gestion d'études, encadrement de jeunes ingénieurs dans le domaine de gestion de projet
<i>Date: from - to</i>	janvier 1997 à juillet 1998
<i>Location</i>	Kenitra
<i>Company</i>	Groupe CHAABI
<i>Position</i>	Responsable de la cellule d'audit interne du groupe
<i>Description</i>	Responsable des réalisations d'audit opérationnels des entités du groupe
<i>Date: from - to</i>	Depuis juillet 1998
<i>Location</i>	Rabat
<i>Company</i>	METIS CONSEIL
<i>Position</i>	Gérant & free lance
<i>Description</i>	Responsable des réalisations des études acquises par le bureau d'étude et gestion du bureau d'étude

15. Others e.g. Publications:

Publications & contribution à des colloques

- Les coopératives de la réforme agraire/ Mémoire de fin d'étude/ Institut d'Etude des Pays en Voie de Développement Faculté de Droit de l'Arsenal /Toulouse 1972.
- Le financement du développement par l'imposition agricole au Maroc/ Thèse de 3ème cycle / UER de la Faculté de Droit de Grenoble II /1985.
- Le Recouvrement du coût de l'eau au Maroc/ Ouvrage collectif édité à l'occasion du Colloque International sur l'eau : Gestion de la rareté, tenu à Rabat les 19 et 20 octobre 1995.

CURRICULUM VITAE

1. **Surname:** KISELEV
2. **First name:** Vladimir
3. **Date of birth:** September 23, 1950
4. **Nationality:** Russian
5. **Civil status:** Married
6. **Education:**

<i>Institutions:</i>	<i>Peoples Friendship University, Moscow</i>
<i>Date: from - to</i>	09.1967 – 07. 1972
<i>Degree(s) or diploma(s):</i>	1. MS., Physics; 2. Interpreter from English into Russian
<i>Institutions:</i>	The USSR Academy of Foreign Trade
<i>Date: from - to</i>	09.1986 – 07. 1989
<i>Degree(s) or diploma(s):</i>	MS., World Economy and International Organisations;

7. **Language skills:** (mark 1 to 5 for competence, where 5 is the highest)

<i>Language</i>	<i>Reading</i>	<i>Spoken</i>	<i>Written</i>
Russian	Mother Tongue		
English	5	5	5
French	5	4	4
Persian	3	3	3

8. **Membership of professional bodies:** None
9. **Other skills:** (e.g. computer literacy, etc.)
Advanced PC user;
Driving license;
Simultaneous interpreting experience.
10. **Present position:**
1. Director of regional programmes, Foundation for Complex Applied Research
2. Researcher, Centre for Science Research and Statistics (part time)
11. **Years within the company:** 4
12. **Key qualifications:**

Project management in the areas:

Territorial development;
Science, technology and innovation policy: analysis, elaboration, evaluation;
Regional development programming;
Development indicators monitoring;
Territorial development analysis (including SWOT);

13. **Specific experience (in non-EU member countries):**

<i>Country</i>	<i>Date: from - to</i>	<i>Name and brief description of the project</i>
Russia	1992-1994	Consultant and manager (local) of the OECD study "Science, Technology and Innovation Policies: Russian Federation";
Russia	1993 – 2000	Consultant to the Russian Federation Ministry of Science and Technology on international science, technology and innovation policies and experience;
Russia	1994 - 2001	Consultant to the Directorate for Science, Technology and Industry, Organisation for Economic Co-Operation and Development (OECD);
Russia	1996-1998	Evaluator at the tender on EU TACIS and EU INCO COPERNICUS projects, related to science and technology;
Russia	1998 - 2000	Expert of the TACIS project "Innovation centres and scientific cities in the Russian Federation";

Russia	1996 – 2002	Expert of a number of studies and author of international comparisons on innovation policy and territorial development (Moscow and Tomsk regions of the Russian Federation)
Russia	2001	Consultant to the TACIS BISTRO project "Promotion of international quality management standards at high-tech small and medium size enterprises";
Russia	2000-2004	Consultant to a number of regional development programmes elaboration activities (Tomsk Region, Republic of Kalmykia, Stavropol region, Ryazan Region);
Russia	2000-2001	Expert in the joint project of the UNIDO and the Moscow Region Government for elaboration of the "Programme of Industrial Development of the Moscow Region based on its S&T potential";

14. Professional experience record:

<i>Date: from - to</i>	2003 – present (part time)
<i>Location</i>	Moscow, Russia
<i>Company</i>	Centre for Science Research and Statistics
<i>Position</i>	Researcher
<i>Description</i>	Evaluation and policy advice for international science, technology and innovation relations of the Russian Federation
<i>Date: from - to</i>	2003 – present (part time)
<i>Location</i>	Moscow, Russia
<i>Company</i>	Foundation for complex applied research
<i>Position</i>	Director of regional programmes
<i>Description</i>	Analysis, consulting and drafting regional economic development programmes; Director of the "Regional programming school" (a project for regional administrations' leaders);
<i>Date: from - to</i>	1999 – 2002 (part time)
<i>Location</i>	Moscow, Russia
<i>Company</i>	Foundation for complex applied research
<i>Position</i>	Coordinator of regional programmes
<i>Description</i>	Analysis, consulting and drafting regional economic development programmes; Manager of the "Regional programming school" (a project for regional administrations' leaders);
<i>Date: from - to</i>	1996 –2002
<i>Location</i>	Moscow, Russia
<i>Company</i>	Russian Research Institute of Economics, Policy and Law in Science and Technology
<i>Position</i>	Head of international projects division
<i>Description</i>	Analysis of international experience in science, innovation and technology policies; Making recommendations to the Ministry of Industry, Science and Technology; Projects evaluation, planning and management; Carrying out studies, holding workshops;
<i>Date: from - to</i>	1994
<i>Location</i>	Moscow, Russia
<i>Company</i>	Analytical Centre on Science and Industrial Policy
<i>Position</i>	Deputy director
<i>Description</i>	Carrying out studies on international experience in science and technology policy; policy advice to the Ministry of Science and Technology;

15. Others e.g. Publications:

1. An editor of the OECD publication "Science, technology and innovation policies: Russian Federation" (two books in English and Russian);
2. One of 5 authors of "ISO 9000:2000 Standards: manual for Russian high-tech SMEs", Moscow, Russia, 2001 (in Russian);
3. Author of "Science, technology, innovation, business: English-Russian glossary of terms", Moscow, Russia, 2002 (for the TACIS project FINRUS 9804 "Innovation centres and science cities").
4. "Introduction into technology of elaborating regional development programs", Moscow, 2004, 376 pages (in a group of authors).

CURRICULUM VITAE

1. Surname: **NTSABA**
2. First name: **Mankone, Mabataung**
3. Date of birth: **24 November, 1960**
4. Nationality: **South African**
5. Civil status:
6. Education:

<i>Institutions:</i>	Rhodes University
<i>Date:</i>	1990
<i>Degree(s) or diploma(s):</i>	MSc
<i>Institutions:</i>	Rhodes University
<i>Date:</i>	1987
<i>Degree(s) or diploma(s):</i>	BSc.
<i>Institutions:</i>	National University of Lesotho
<i>Date:</i>	1983
<i>Degree(s) or diploma(s):</i>	BSc. (Applied Environmental Science)

7. **Language skills:** (mark 1 to 5 for competence, where 5 is the highest)

<i>Language</i>	<i>Reading</i>	<i>Spoken</i>	<i>Written</i>
English	5	5	5
Sesotho	5	5	5
iSiXhosa	5	5	5
iSiZulu	5	5	5

8. **Membership of professional bodies:**

9. **Other skills:** (e.g. computer literacy, etc.)

10. **Present position:** Director

11. **Years within the company:** 6

12. **Key qualifications:**

- Management and coordination of projects in water supply, sanitation, waste water treatment, water quality management and water health
- Planning and coordinating technology development and transfer to poor rural and urban communities
- Evaluation and Impact assessments

13. **Specific experience (in non-EU member countries):**

<i>Country</i>	<i>Date: from - to</i>	<i>Name and brief description of the project</i>
South Africa	1999 to date	Tsinde Development Consultants – Director Key Account Management and customer relationships Preparation of proposals and tender documents Project management
South Africa	1997 to 1999	Council for Scientific and Industrial Research (CSIR), Division of Water, Environment and Forest Technology (Environmentek) Programme Manager; Technology for Development and Capacity Building
South Africa	1996 to 1997	CSIR, Environmentek Programme Manager; Water Supply and Sanitation Overall strategic leadership and direction for the Programme, including; Management and coordination of projects in water supply, sanitation, waste water treatment, water quality management and water health.
South Africa	1993 to 1996	CSIR, Division of Forestry Science and Technology (Forestek) Project Leader Part of a team of researchers in the field of Natural Resources Management,

14. Professional experience record:

<i>Date: from - to</i>	2004
<i>Location</i>	South Africa
<i>Company</i>	Department of Water Affairs and Forestry
<i>Position</i>	Consultant
<i>Description</i>	Strategy for National Water Quality monitoring and Assessment
<i>Date: from - to</i>	2003
<i>Location</i>	South Africa
<i>Company</i>	Department of Transport, North West Province
<i>Position</i>	Consultant
<i>Description</i>	Public Transport plan for the Southern District Municipality
<i>Date: from - to</i>	2002
<i>Location</i>	South Africa
<i>Company</i>	Department of Water Affairs and Forestry
<i>Position</i>	Consultant
<i>Description</i>	Minimum requirements for public participation in the transformation of Irrigation Boards, into Water user Associations
<i>Date: from - to</i>	2002
<i>Location</i>	South Africa
<i>Company</i>	Department of Water Affairs and Forestry
<i>Position</i>	Consultant
<i>Description</i>	National Sanitation Programme Management Contract,
<i>Date: from - to</i>	2002
<i>Location</i>	South Africa
<i>Company</i>	Department of Water Affairs / EU
<i>Position</i>	Consultant
<i>Description</i>	National Coordination of the Masibambane Water Sector Capacity Building Programme
<i>Date: from - to</i>	2002
<i>Location</i>	South Africa
<i>Company</i>	USAID
<i>Position</i>	Evaluation Consultant
<i>Description</i>	Mid-term evaluation of the Bushbuckridge Retail Water Distribution Project,
<i>Date: from - to</i>	2001
<i>Location</i>	South Africa
<i>Company</i>	IUCN
<i>Position</i>	Consultant
<i>Description</i>	Assessment of Water Demand Management Technologies in Southern Africa
<i>Date: from - to</i>	2001
<i>Location</i>	South Africa
<i>Company</i>	Department of Water Affairs
<i>Position</i>	Consultant
<i>Description</i>	Monitoring and Assessment Information Strategy
<i>Date: from - to</i>	2001
<i>Location</i>	South Africa
<i>Company</i>	Development Bank of Southern Africa (DBSA)
<i>Position</i>	Consultant
<i>Description</i>	Evaluation of the Nelspruit Water and Sanitation Concession
<i>Date: from - to</i>	2001
<i>Location</i>	South Africa
<i>Company</i>	IUCN
<i>Position</i>	Consultant
<i>Description</i>	Evaluation of Water Conservation and Demand Management technologies in Southern Africa

<i>Date: from - to</i>	2000
<i>Location</i>	South Africa
<i>Company</i>	Global Water Partnerships
<i>Position</i>	Consultant
<i>Description</i>	Integrated Water Resources Management, mapping of needs in South Africa
<i>Date: from - to</i>	1999
<i>Location</i>	South Africa
<i>Company</i>	National Department of Health
<i>Position</i>	Consultant
<i>Description</i>	Public participation and scoping, module for EIA training course

CURRICULUM VITAE

1. Surname: RAY
2. First name: SUBRATA
3. Date of birth: 10 MAY 1952
4. Nationality: INDIAN
5. Civil status: MARRIED
6. Education:

<i>Institutions:</i>	Syracuse University, Syracuse NY. USA
<i>Date: from - to</i>	1975-1977
<i>Degree(s) or diploma(s):</i>	MBA
<i>Institutions:</i>	Delhi University, Delhi, India
<i>Date: from - to</i>	1971-1973
<i>Degree(s) or diploma(s):</i>	MA (Economics)

7. Language skills: (mark 1 to 5 for competence, where 5 is the highest)

<i>Language</i>	<i>Reading</i>	<i>Spoken</i>	<i>Written</i>
English	5	5	5
Bangla	3	5	2
Hindi	4	4	4

8. Membership of professional bodies:
9. Other skills: (e.g. computer literacy, etc.) Proficient in MS Office
10. Present position: Adviser, Kolkata Municipal Corporation
11. Years within the company: 1
12. Key qualifications:

Institutional Development

Strategy and Action Plans for Integrated Water Resources Management.

Water Users' Associations / establishing village level water management groups

13. Specific experience (in non-EU member countries):

<i>Country</i>	<i>Date: from - to</i>	<i>Name and brief description of the project</i>
New Zealand	1973-75	Economist with National Bank of NZ
Philippines	1978-84	Several projects in income generation, water, environment, urban planning etc
India	1984-present	Several: water, institutional development, health, poverty, community participation, welfare, nutrition

14. Professional experience record:

<i>Date: from - to</i>	2001 –present
<i>Location</i>	Various states in India
<i>Company</i>	Several including KPMG, Halcrow Water, ORG
<i>Position</i>	Free lance consultant. expert in Institutional Development, poverty, community

	welfare, income generation
<i>Description</i>	
<i>Date: from - to</i>	1999-2001
<i>Location</i>	Gujarat, India
<i>Company</i>	IWACO
<i>Position</i>	Deputy Team Leader
<i>Description</i>	
<i>Date: from - to</i>	1998-1999
<i>Location</i>	New Delhi
<i>Company</i>	JPS Associates
<i>Position</i>	Senior Consultant
<i>Description</i>	Managed a water project in Uttar Pradesh funded by Royal Netherlands Embassy
<i>Date: from - to</i>	1992-1997
<i>Location</i>	India
<i>Company</i>	
<i>Position</i>	Free lance consultant
<i>Description</i>	Various projects in rural development including apiculture, poultry, sericulture, forestry

CURRICULUM VITAE

1. Surname: Advino Sabino
2. First name: António
3. Date of birth: 11.08.1941
4. Nationality: Capeverdean
5. Civil status:
6. Education:

<i>Institutions:</i>	Instituto Superior de Agronomia, Lisbon, Portugal
<i>Date: from - to</i>	1972
<i>Degree(s) or diploma(s):</i>	Diploma of Agronomy (engineering - hydraulic, irrigation and agriculture)
<i>Institutions:</i>	University of Arizona
<i>Date: from - to</i>	1989
<i>Degree(s) or diploma(s):</i>	M.Sc. Watershed Management (hydrologic models, hydraulic, water and soil conservation and irrigation)

7. Language skills: (mark 1 to 5 for competence, where 5 is the highest)

<i>Language</i>	<i>Reading</i>	<i>Spoken</i>	<i>Written</i>
English	5	5	5
French	5	5	5
Portuguese	5	5	5
Spanish	4	4	1

8. Membership of professional bodies:

9. Other skills: (e.g. computer literacy, etc.)

10. Present position:

11. Years within the company: Years with PROCAVE Ltd. 7 years

12. Key qualifications:

- Identification and preparation of technical and economic feasibility studies for development projects of agriculture and water supply for domestic use, irrigation and agriculture;
- Small hydraulic structures for water retention, storage and flood and erosion control;
- Hydrologic modeling;
- Design of water supply projects for domestic use and irrigation;
- Integrated watershed management and development;
- Design and coordinate the execution of agriculture, water resources projects to supply crop production and water for the rural communities and villages;
- Coordinates technical training for communities in order to enhance capability to identify, prepare and execute small agricultural and water supply projects

13. Specific experience (in non-EU member countries):

<i>Country</i>	<i>Date: from - to</i>	<i>Name and brief description of the project</i>
Cape Verde	2002-2004	Professor of statistical hydrology, Calculus, hydrology and environment at National Institute of Education; (2) Study of technical and economic feasibility of the Ribeira e Santa Cruz Watershed; (3) Study of environmental impact for road construction at Cape Verde Islands
Cape Verde	2002	Agriculture and Water Resources Consulting Engineer for PROCAVE Consulting Engineer, Institute for Habitation and

		Urbanization S.A., Engic Lda, and various private clients
Cape Verde	1998-99	Consultant at Austrian Cooperation for Agriculture, Hydraulic and Water Resources Project for Ribeira Seca Watershed. Hydraulic Master Plan including Agriculture, Hydraulic, Hydrology and Hydrogeology studies was prepared as well as a set of projects of agriculture, hydrology and water resources. Santiago Island, Republic of Cape Verde
Cape Verde	1996-97	Director General of PROCAGE LTD

14. Professional experience record:

<i>Date: from - to</i>	2002-2004
<i>Location</i>	Cape Verde
<i>Company</i>	National Institute of Education
<i>Position</i>	Professor of statistical hydrology, Calculus, hydrology and environment
<i>Description</i>	Study of technical and economic feasibility of the Ribeira e Santa Cruz Watershed Study of environmental impact for road construction at Cape Verde Islands.
<i>Date: from - to</i>	2002
<i>Location</i>	Cape Verde
<i>Company</i>	PROCAGE
<i>Position</i>	Agriculture and Water Resources Consulting Engineer
<i>Description</i>	Design as staff of PROCAGE Ltd, a set of projects in the field of Hydrology, hydraulic and water soil conservation for AGECAPO (Cape Verdian Agency for Promotion of the Employ and Development). PROFESSOR OF STATISTIC AND PROBABILITIES (QUANTITATIVE METHODS) AND Hydrology and Environment Conservation in the ISE - Institute. Superior of Education of Cape Verde.
<i>Date: from - to</i>	1998-99
<i>Location</i>	Cape Verde
<i>Company</i>	Ribeira Seca Watershed
<i>Position</i>	Consultant
<i>Description</i>	Hydraulic Master Plan including Agriculture, Hydraulic, Hydrology and Hydrogeology studies was prepared as well as a set of projects of agriculture, hydrology and water resources.
<i>Date: from - to</i>	1996-97
<i>Location</i>	Cape Verde
<i>Company</i>	PROCAGE LTD
<i>Position</i>	Director General
<i>Description</i>	General management
<i>Date: from - to</i>	1993-95
<i>Location</i>	Cape Verde
<i>Company</i>	CLISS
<i>Position</i>	Private Consultant
<i>Description</i>	Presidency of the Republic Representative at the Committee Inter -States to Struggle Against Drought in Sahelian Region (CILSS)

15. Others e.g. Publications:

Over 120 technical publication and projects (some unpublished) related to agriculture, water resources, water and soil conservation, watershed development, in Cape Verde and another 20 publications (ILO, USAID, ADF, IWRA, U of A, UNESCO/GOVSA, University of Canada/IWRA, ELSEVIER SCIENCE, etc.)

CURRICULUM VITAE

1. **Surname:** Banze Solomona
2. **First name:** Christopher
3. **Date of birth:** 08/12/1967
4. **Nationality:** Samoan
5. **Civil status:** Married
6. **Education:**

<i>Institutions:</i>	University of the South Pacific
<i>Date: from – to</i>	1988 – 1992
<i>Degree(s) or diploma(s):</i>	Bachelor of Arts Degree (Communications/English and History Politics)

7. **Language skills:** (mark 1 to 5 for competence, where 5 is the highest)

<i>Language</i>	<i>Reading</i>	<i>Spoken</i>	<i>Written</i>
Samoan	5	5	5
English	5	5	5

8. **Membership of professional bodies:**

9. **Other skills:** (e.g. computer literacy, etc.) – Word, Excel, Power Point Presentation, Front Page Website development

10. **Present position:** Consultant with KVAConsult and Manager PacificConsult - consortium with SMEC International

11. **Years within the company:** 7 years

12. **Key qualifications:** Project managing for a number of projects especially in the communications and IT area. Involved in reviews, and evaluation for projects in pacific region and carry out social and business marketing for the company. Carry out community development activities mainly in the communication and IT, education, environment, town planning and water and sanitation sectors.

13. **SPECIFIC EXPERIENCE (IN NON-EU MEMBER COUNTRIES):**

<i>Country</i>	<i>Date: from - to</i>	<i>Name and brief description of the project</i>
Samoa	March - October 2003	Urban Planning (capacity building TA) – Awareness campaign for the project and capacity building for the newly established PUMA (Planning Urban and Management Agency. Included Community development consultations to extract issues for proper planning / and consideration of drainage and sanitation matters specifically in the urban area.
Samoa	Dec – 2003 – March 2004	Drainage and Sanitation project - public awareness campaign / capacity building.
Samoa	June 2004	Design of information brochure for Samoa Water Authority for new water rates and policies.

14. Professional experience record:

<i>Date: from</i>	<i>1999 - to present</i>
<i>Location</i>	Apia, Samoa
<i>Company</i>	PacificConsult
<i>Position</i>	Manager
<i>Description</i>	Manage overall operations of the company
<i>Date: from</i>	<i>2000 – to present</i>
<i>Location</i>	Apia, Samoa
<i>Company</i>	KVAConsult
<i>Position</i>	Consultant
<i>Description</i>	Consultant in Communications and Marketing / IT
<i>Date: from</i>	<i>Jan1998 - to Dec Aug 1999</i>
<i>Location</i>	Apia Samoa
<i>Company</i>	Samoa Visitors Bureau
<i>Position</i>	Senior Training Officer
<i>Description</i>	Programmed training and assisted in training for hotel personnel and those others working in the tourism industry.
<i>Date: from</i>	<i>1994 – to1997</i>
<i>Location</i>	Apia, Samoa
<i>Company</i>	Samoa Polytechnic
<i>Position</i>	Senior Lecturer Business and Tourism Course
<i>Description</i>	Developed the Tourism Course in relation to the Business Development section of the course

CURRICULUM VITAE

1. Surname: Valdez
2. First name: Jose
3. Date of birth: 17 October 1958
4. Nationality: Bolivian
5. Civil status: Married
6. Education:

<i>Institutions:</i>	Oxford University, Oxford, England,
<i>Date: from - to</i>	1987
<i>Degree(s) or diploma(s):</i>	M.Sc., agricultural economics
<i>Institutions:</i>	Louvain La Neuve University, Louvain La Neuve, Belgium,
<i>Date: from - to</i>	1986
<i>Degree(s) or diploma(s):</i>	Louvain La Neuve University, Louvain La Neuve, Belgium,
<i>Institutions:</i>	Bolivian Catholic University, La Paz, Bolivia
<i>Date: from - to</i>	1983
<i>Degree(s) or diploma(s):</i>	B.A., economics

7. Language skills: (mark 1 to 5 for competence, where 5 is the highest)

<i>Language</i>	<i>Reading</i>	<i>Spoken</i>	<i>Written</i>
Spanish	5	5	5
English	5	5	5
French	5	5	5

8. Membership of professional bodies:

9. Other skills:

10. Present position: Freelance consultant

11. Years within the company:

12. Key qualifications:

- Private Sector Development, establishment of commercial water utilities
- Reform of the main infrastructure sectors including the water concession
- Evaluations with the World Bank and the Inter-American Development Bank to assess options to reform the water and wastewater sectors

13. Specific experience (in non-EU member countries):

<i>Country</i>	<i>Date: from - to</i>	<i>Name and brief description of the project</i>
Jordan	2002-2004	Ministry of Water and Irrigation - Technical Advisor The project initially designed to assist the Ministry to develop the private sector participation in the water sector, conceptualized and executed the creation of the first commercial water utility in Jordan at the city port of Aqaba.
Bolivia	1998-2002	Founder of Strategy Advisors for Government Reform (SAXgr Inc.). The partnership is registered in the US and in Bolivia. The consulting firm started work in the areas of privatization, regulatory reform and investment promotion for World Bank and IDB contracts in Latin America, the Caribbean and Africa. Since 2002, opened SAXgr Bolivia expanding work to other areas such as decentralization, municipal development and poverty alleviation.
Bolivia	1994-1997	Ministry of Capitalization: design and execution of the capitalization process, including water sector in the reform program
Bolivia	1989-1991	As macroeconomist specialized in agriculture, worked for the United Nations Food and Agricultural Organization under a program in charge of developing technical and administrative capabilities for the Ministry of Agriculture

14. Professional experience record:

<i>Date: from - to</i>	2002-2004
<i>Location</i>	Jordan
<i>Company</i>	Ministry of Water and Irrigation/USAID
<i>Position</i>	Technical Advisor
<i>Description</i>	<p>Main responsible person in the field for a Chemonics Task Order under the GBTI-IQC for Technical Assistance and Procurement of Services Project (TAPS) at the Ministry of Water and Irrigation. The project initially designed to assist the Ministry to develop the private sector participation in the water sector, conceptualized and executed the creation of the first commercial water utility in Jordan at the city port of Aqaba. Illustrative list of responsibilities include:</p> <ul style="list-style-type: none"> • Assembled a Workplan approved by USAID and the Ministry to undertake a flexible approach developing alternative ways to introduce best practices and private sector participation in the southern areas of Jordan and especially in the city of Aqaba. • Executed together with a technical team a Prefeasibility Study to establish an independent business unit in the Aqaba Governorate to manage water and wastewater services. The Study provided technical information, financial projections, a detailed plan to create the company and a proposed regulatory framework. • Coordinated negotiations between the Ministry of Water and the Aqaba Special Economic Zone (ASEZA) that concluded in a partnership creating Aqaba Water Company. Participated in the development of various corporate legal agreements as well as regulatory contracts from both parties.
<i>Date: from - to</i>	1998-2002
<i>Location</i>	Bolivia, divers
<i>Company</i>	Divers
<i>Position</i>	Consultant
<i>Description</i>	<p>Founder of Strategy Advisors for Government Reform (SAXgr Inc.). The partnership is registered in the US and in Bolivia. The consulting firm started work in the areas of privatization, regulatory reform and investment promotion for World Bank and IDB contracts in Latin America, the Caribbean and Africa. Since 2002, opened SAXgr Bolivia expanding work to other areas such as decentralization, municipal development and poverty alleviation. Illustrative list of particular projects with personal involvement include:</p> <ul style="list-style-type: none"> • As part of a World Bank mission, prepared option analyses for the reform of the water privatization program in Guinea to seek alternative ways to improve the existing management contract. Various modalities were discussed including the concession options as well as the capitalization through joint ventures and the corporatization bringing private sector participants to outsource different operations of the company. • Participated in the privatization effort for the water sector of Panama City. Working closely with a group of public information specialists, developed a campaign to inform the public and get their support. During a period of 6 months the team conducted focus groups, studied different options to introduce the subject to the population and started a campaign to promote the privatization program. • Developed a detailed list of processes and procedures guidelines for the privatization program for the government of Tanzania. The procedures are currently being put into practice for the privatization program under the Presidential Parastatal Sector Reform Commission (PSRC). The mission included a number of visits to implement the procedures in specific sectors and according to specific preexisting conditions. • Developed a program of transfer of knowledge on water sector privatization and regulation in a comparative way organizing study tours to two or three countries for high ranking officials and key personnel of privatization and regulatory agencies. The tours were mainly directed to Latin American countries that have developed significant reforms and included one-week visits per country with one or two day seminars, a visit to regulatory agencies as well as privatized companies. During the visits, participants systematically collected valuable information and developed a comparative perspective. • Participated in the establishment of the privatization agency in Haiti, advised on issues related to the process of implementation of the privatization program, developed proposals for improvements of general strategy procedures in order to assure the effectiveness and transparency of the privatization process and provided the basis to launch a Public Information Campaign.

CURRICULUM VITAE

1. **Surname:** Luthe-Alves
2. **First name:** Mirjam
3. **Date of birth:** 07/03/1972
4. **Nationality:** German
5. **Civil status:** Married
6. **Education:**

<i>Institutions:</i>	University Institution ETEA-INTERMÓN (Company of Jesus), Sevilla, Spain
<i>Date: from - to</i>	11/2000 – 01/2002
<i>Degree(s) or diploma(s):</i>	M.Sc. in "Development Cooperation and Management of Non-Governmental Organizations of Development"
<i>Institutions:</i>	University of Passau, Germany
<i>Date: from - to</i>	11/1992 – 11/1997
<i>Degree(s) or diploma(s):</i>	M.Sc. International Studies and Economics

7. **Language skills:** (mark 1 to 5 for competence, where 5 is the highest)

<i>Language</i>	<i>Reading</i>	<i>Spoken</i>	<i>Written</i>
German	5	5	5
English	5	5	5
Spanish	5	5	5
French	5	4	3
Italian	5	3	3
Portuguese	4	3	2

8. **Membership of professional bodies:**

9. **Other skills:** Computer literacy in Word and data processing (WinWord, Excel, Access, PowerPoint, Corel Draw, Frontpage), Dreamweaver 4.0, Photoshop, Internet

10. **Present position:** Consultant and project manager with Particip GmbH

11. **Years within the company:** 3 (7 years of professional experience)

12. **Key qualifications:** PCM and Logframe Approach

Facilitation of workshops, trainings needs assessment and design of training courses

Participatory working and training methods (OOPP, SWAP/SWOT, RRA, PRA).

Sector and thematic evaluation

Project Management and backstopping

Management and organization of information data

13. **Professional experience record:**

<i>Date: from - to</i>	/2004- 06/2005
<i>Location</i>	Brussels and Europe wide
<i>Company</i>	DG Taxud, Evaluation Unit - Particip GmbH
<i>Position</i>	Public Policy Evaluation Expert
<i>Description</i>	Mid-term evaluation of the Fiscalis Programme 2007. Methodological specialist to develop a model of the intervention logic plus the connected indicators, judgement criteria and evaluation questions. Drafting of questionnaires and surveys, interviewing of stakeholders, implementation of case studies. Analysing of data and giving input to findings and conclusions.
<i>Date: from - to</i>	11/2004
<i>Location</i>	Germany
<i>Company</i>	InWent GmbH
<i>Position</i>	Facilitator
<i>Description</i>	Evaluation of a 3-month Training Course on Cleaner Production and Environmental Techniques for participants from Latin America.

<i>Date: from - to</i>	10/2004
<i>Location</i>	Germany, Belgium
<i>Company</i>	EuropeAid/ Particip GmbH
<i>Position</i>	Expert
<i>Description</i>	Quality control check of Spanish version of the "Monitoring handbook", relevant to Particip's service contract "Coordination of the results-oriented monitoring system of Projects and Programmes of External Assistance financed by the EC".
<i>Date: from - to</i>	09/2004
<i>Location</i>	Chad
<i>Company</i>	Bread for the World
<i>Position</i>	Facilitator
<i>Description</i>	Facilitation of a planning workshop with a Chadian NGO in the field of Human Rights and conflict prevention (EC project proposal writing for ex-B7-6000 - 21-02-03)
<i>Date: from - to</i>	04/2004
<i>Location</i>	Ethiopia
<i>Company</i>	EuronAid
<i>Position</i>	Facilitator
<i>Description</i>	Training course on PCM / Logframe with particular emphasis on Monitoring and Reporting in the field of Food Aid and Food Security
<i>Date: from - to</i>	08/2004-02/2005
<i>Location</i>	Brussels and Europe wide
<i>Company</i>	European Commission Directorate-General for Environment
<i>Position</i>	Expert
<i>Description</i>	Final Evaluation of the 'Community Action Programme in the field of Civil Protection through desk study and field research, management and organisation of information sources.
<i>Date: from - to</i>	02/2004
<i>Location</i>	Panama
<i>Company</i>	InWent/ Particip GmbH
<i>Position</i>	Facilitator
<i>Description</i>	Facilitation and report writing on a train-the-trainer's course regarding participative training methods for staff of the Ministry of Finance and the Auditor General's Office.
<i>Date: from - to</i>	12/2003
<i>Location</i>	Brussels, Belgium
<i>Company</i>	Action Aid Alliance/ Particip GmbH
<i>Position</i>	Facilitator and backstopper
<i>Description</i>	Further to a Training Needs Assessment of international partner NGOs, facilitation of a PCM and Logframe training in the context of EC proposal writing (B7-6000).
<i>Date: from - to</i>	09/2002
<i>Location</i>	Bolivia
<i>Company</i>	INSA-ETEA, External Relations, University of Córdoba, Spain
<i>Position</i>	Evaluator and facilitator
<i>Description</i>	Mid-term evaluation of "Strengthening Vocational Training" (CIFA-Ciudad del Niño) in Cochabamba
<i>Date: from - to</i>	09/2002
<i>Location</i>	Dominican Republic
<i>Company</i>	INSA-ETEA, External Relations, University of Córdoba, Spain
<i>Position</i>	Evaluator, facilitator
<i>Description</i>	Evaluation ex-post of a "Women's micro-credit project", decentralised cooperation in Santo Domingo (Asociación „Tú, Mujer“).

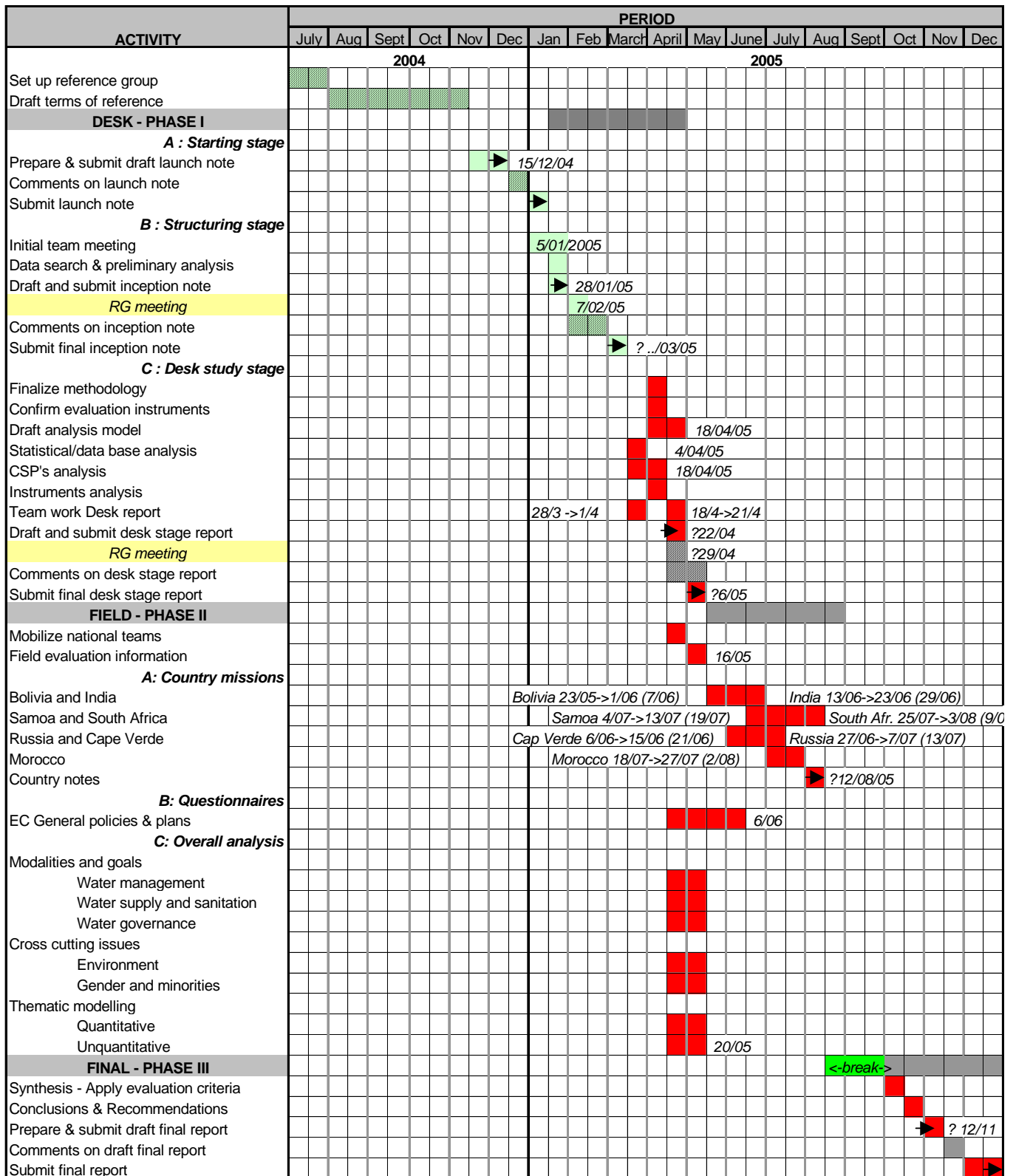
Annex 3: Figure 1**THEMATIC EVALUATION OF THE WATER AND SANITATION SECTOR
WORK PLAN**

Item	Comments
1) Desk phase	
a) starting stage	output: Finalised launch note based on the draft launch note proposed by contract manager (not included in this budget)
b) structuring stage	output: Inception report
Expert 1 (Team leader)	Analysis of key documentation and inventory of relevant EC assistance (1 day), analysis of W&S documents of "Evaluation Services Lot 3" (1 day), final team composition, work plan and country selection (1 day), elaboration of draft and final inception report (3 days)
Expert 2 (Senior team member)	Analysis of key documentation and inventory of relevant EC assistance (1 day), analysis of watsan documents of "Evaluation Services Lot 3" (1 day), elaboration of draft and final inception report (2 days)
Expert 4 (Junior expert)	Update+completion of statistical analysis made under lot 3 respecting all geographic instruments and most important thematic instruments (3 days). Note that the lot 3 - W&S analysis has only covered 5 years (1999-2003); following years will not be analysed : 1995, 1996, 1997, 1998.; Compilation for all data (1 day), interviews with EC (2 days), collecting of documents and structuring of information (2 days). Please note also that food security budget line and rehabilitation have not been covered by the lot 3 exercise. The assessment of W&S related activities will be based on the methodology used by the lot 3 exercise, that means this statistical analysis will not have the same volume and details as the FA/FS analysis where <i>all</i> sectors have been analysed and weighted in regard to their relevance to the subject.
Expert 5 (Key expert)	Reconstruction of intervention logic and analysis of new W&S documents of "Evaluation Services Lot 3" (1 day), discussion of EQs + judgement criteria (1 day), controlling of country selection process; support to statistical synthesis (1 day) internal quality assessment Inception note (impact diagram, EQs, criteria judgment,...) 1 day
c) desk study	output: Desk phase report
Expert 1 (Team leader)	Finalising EQs+indicators (1 day), meetings and interviews with EC staff (3 days), elaboration of desk phase report and choice of (50) countries for module B (5 days)
Expert 2 (Senior team member)	Meetings and interviews with the EC (4 days), contribution to desk phase report (3 days)
Expert 4 (Junior expert)	Detailed analysis for the field surveys -7 countries- (5 days), discussion with EC staff (2 days), synthesis (1 days)
Expert 5 (Key expert)	Finalising EQs+indicators and controlling selection process for modules B and C (2 days), questionnaire template, draft of questionnaire and choice of countries for questionnaires survey (2 days), internal quality assessment desk phase report (1 day).
Analysis of the role of water and sanitation in CSPs	internal synthesis note
Expert 1 (Team leader)	
Expert 2 (Senior expert Particip)	Analysis of CSPs
Expert 4 (Junior expert)	collection of CSPs
Expert 5 (Key expert)	Quality control of the synthesis note
2) Field phase	
Module A 1: Country visit with junior expert	
Expert 1 (European expert)	Preparation and implementation of field survey, coordination of field team, reporting.
Expert 3 (National expert)	National expert has 3 days preparation before the country visit starts to contact delegation, stakeholders, collect documentation, prepare synthesis note.
Expert 4 (Junior expert)	responsible for data collecting techniques, further work on national statistics; testing of questionnaire
Expert 5 (Key expert)	Quality control of country notes
Module B: Questionnaires survey	internal synthesis note
Expert 1 (Team leader)	Internal synthesis note
Expert 2 (Senior team member)	
Expert 4 (Junior expert)	Communication with responsible person(s) at the Delegations and follow up (8 days), structuring of the information/conclusions (quantitative analysis i.a.)(3 days), drafting of summary analysis (4 days)
Expert 5 (Key expert)	Quality assessment of synthesis note

Module C: In depth analysis of the various instruments related to water and sanitation	internal synthesis note
Expert 1 (Team leader) Expert 2 (Senior team member)	Analysis of official documents and evaluation reports on ACP (+B7-320 for South Africa), MEDA, ALA, CARDS, TACIS, NGO Co financing, Humanitarian Aid, Rehabilitation, Environment regulation, food security : 8 days; synthesis:2 days
Expert 4 (Junior expert) Expert 5 (Key expert)	Quality assessment of synthesis note
3) Synthesis phase	
Drafting and finalisation report	output: Final report
Expert 1 (Team leader)	Structuring and analysis of answers to EQs (5 days), Synthesis of findings (5 days), drafting of conclusions and recommendations (3 days), meeting with EC and discussion of main results (2 days), drafting of first draft (2 days) and drafting of 2nd draft (1 day), integrating of comments of the relevant stakeholders (2 days), drafting of final version (1 day)
Expert 2 (Senior team member)	Support TL by analysis of EQs, synthesis of findings, drafting conclusions and recommendations, integrating comments (13 days)
Expert 4 (Junior expert)	Additional work on presentation of questionnaire results and statistical analysis
Expert 5 (Key expert)	Quality assurance of the reports (draft and final versions), quality assurance of translated summary (5 days)
4) General coordination and meetings with RG and Evaluation unit	
Expert 1 (Team leader)	Participation in meetings with RG (4 meetings) and Evaluation Unit (4 meetings), regular actualisation of the work plan and coordination with experts, coordination of work, supporting field experts
Expert 2 (Senior team member)	Participation in meetings with RG (3 meetings) and Evaluation Unit (2 meetings)
Expert 4 (Junior expert)	Participation in meetings with RG (1 meeting) and Evaluation Unit (1 meeting)
Expert 5 (Key expert)	Participation in meetings with RG (3 meetings) and Evaluation Unit (2 meetings), methodological support, preparation of field documents (2 days),

Annex 4: Figure 2

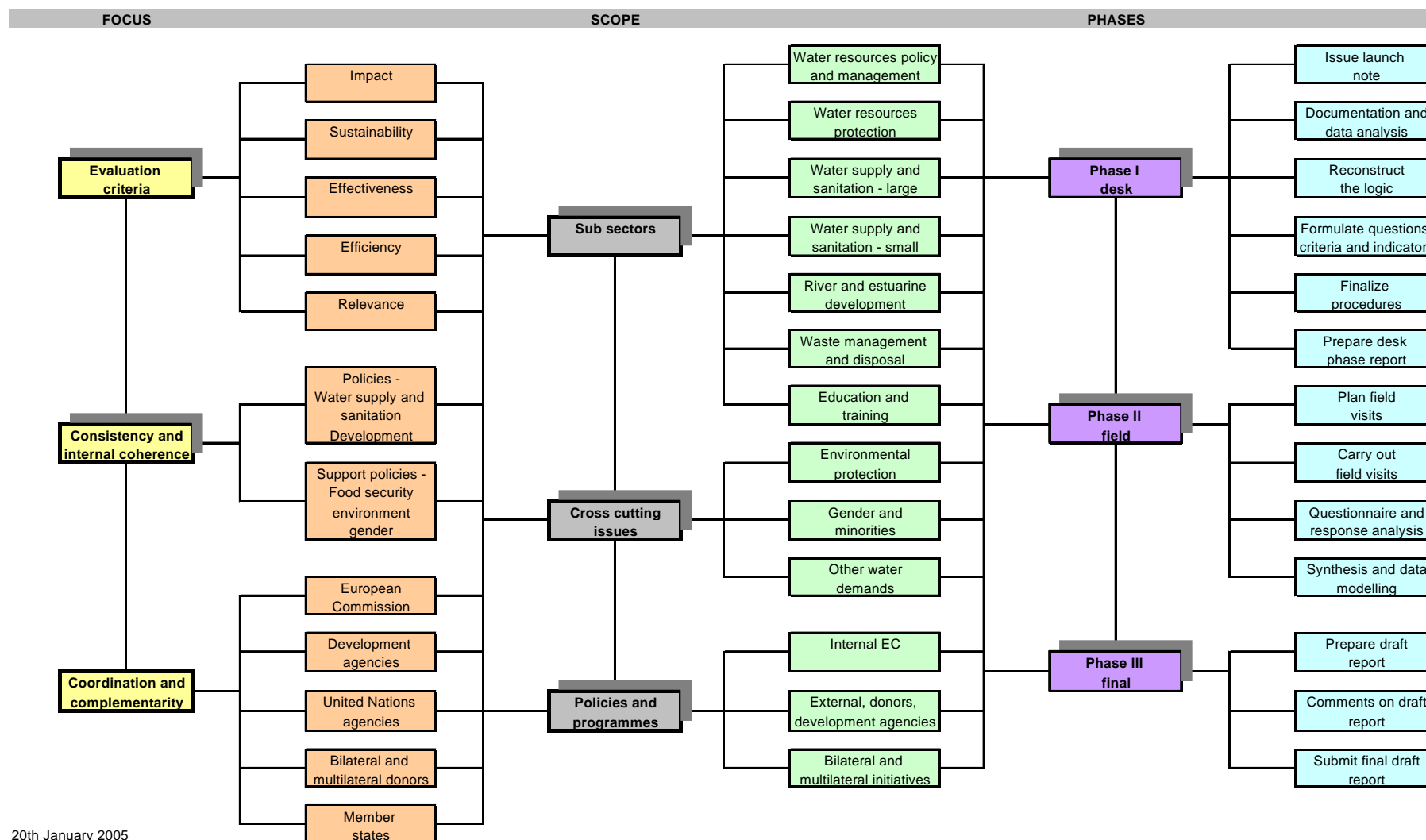
**THEMATIC EVALUATION OF THE WATER AND SANITATION SECTOR
ACTIVITY SCHEDULE**



21.03.2005

Annex 5: Figure 3

THEMATIC EVALUATION OF THE WATER AND SANITATION SECTOR EVALUATION PROCESS FLOW CHART



20th January 2005

Annex 6: Figure 4

THEMATIC EVALUATION OF THE WATER AND SANITATION SECTOR SIMPLIFIED WATER RESOURCES IMPACT DIAGRAM

