

## CURRICULUM VITAE

**Name:** BIAD

**Date of birth:** 17 February 1966

**Nationality:** Moroccan

**Civil status:** Married

### Education:

Date (from – to)	Institution	Degree(s) or Diploma(s) obtained:
09/1999 - 12/2001	Ecole Nationale des Ponts et Chaussées de Paris	Master of Business Administration (MBA)
09/1987 - 06/1991	Ecole Nationale de l'Industrie Minérale, ENIM, Rabat	Engineering Degree (Electromechanics)

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

Language
Arabic
French
English

### Membership of professional bodies:

- ACWUA (Arab Countries Water Utilities Association): 2010-2014, Deputy Chairman of the Capacity Building and Training Working Group.
- AIENIM: Association des ingénieurs de l'ENIM.

**Other skills:** Computer literacy: MS Office (Word, Excel, power point), Ms project. Tutoring, facilitating, moderating workshops, seminars, training, Web based training (e-learning).

**Present position:** Freelance consultant and trainer: Projects management, Water/Environment sector, Capacity building and Training.

### Key qualifications:

- More than 26 years' experience in water and sanitation Utilities management mainly (MENA, Africa);
- Hand on experience in Capacity Development: Institutional aspects, Organizational development and training.
- Project cycle Management, Monitoring and Evaluation
- Procurements and Contracts management

- Water and wastewater sector expert and trainer;
- Deep knowledge and experience in Performance improvement, O&M management, Performance Indicators, Benchmarking, NRW,
- Stakeholder's analysis, partnership, awareness raising, participatory approach, etc.
- Carbon finance (climate change)
- E.Learning courses tutoring

**Specific experience in the region:**

Country	Date (from – to)
Morocco	09/1991 to date
Jordan	Several assignments from 2005 to February 2016
Egypt	Several assignments: 2005 to December 2015
Tunisia	Several assignments: 2004 to 2015
Algeria	9-11 November 2010 and 19-23 August 2013
Oman	3 to 6 June 2012
Bahrain	26 April to May 2 <sup>nd</sup> 2014
Benin	12 to 19/02/2011
Kenya	24 to 28/8/2015 and 7 to 11/12/2015
Vietnam	August, September and November 2016

**Professional Experience: more than 1-year positions**

Date (from – to)	Location	Organization	Position	Task, Assignments, Achievements
December 2014 to February 2016 (Part-time 60%)	Morocco	<b>GIZ, ACWUA</b>	Regional Adviser to	<p><b>ACWUA Capacity development Program:</b> Advisory services to GIZ project management on the components of the program:</p> <ul style="list-style-type: none"> <li>– Elaboration of Energy Efficiency guidelines and test in pilot projects</li> <li>– Implementation of KPI's and Benchmarking within ACWUA members</li> <li>– E.Learning courses implementation and <b>strategy for marketing</b></li> <li>– Implementation of Water Integrity program (Morocco, Egypt, Tunisia, Jordan)</li> </ul>
04/2012 - 10/2014	Morocco	<b>ONEE – DCM</b> (National Office of Electricity and Potable Water, Commercial and Marketing	Head of Business Engineering Division,	<ul style="list-style-type: none"> <li>– Identification of potential clients among project promoters (industries, touristic projects, real estate projects, etc.) and Negotiation of contracts</li> <li>– Management of projects for third parties (water and wastewater infrastructure)</li> <li>– Commercial contacts for water and wastewater management with third parties (Real estate developers, industrial, tourism projects, etc..)</li> </ul>
01/11/2010 to 28/02/2012 (Part-time 30%)	Morocco	<b>KfW</b> (KfW Carbon Fund)	Climate Change (carbon Finance) consultant	<ul style="list-style-type: none"> <li>– Preparation of 2 extensive reports on CDM (clean development mechanism) and carbon finance market in Morocco</li> <li>– Acquisition of CDM projects: identification and selection of eligible CDM projects (including PoAs) with the goal to acquire greenhouse gas emission certificates for KfW Carbon Fund (Acquisition of Carbon credits).</li> </ul>
01/2003 to 07/2010	Morocco	<b>ONEP – DAE</b> Direction of Sanitation and Environment	Head of Sanitation Planning Division	<ul style="list-style-type: none"> <li>– Management and monitoring of Sanitation projects and programs</li> <li>– Participation in the <b>reform of sanitation sector</b>, as a member of the National Sanitation Programme (PNA) Committee, 2005 - 2010; <ul style="list-style-type: none"> <li>- A national sanitation planning according to multi-criteria analysis (population, environment impact, water resources protection, etc..)</li> <li>- Establishment of yearly conventions for the National Fund for Sewerage and Wastewater Treatment (FALEEU) and for environment protection (FNE).</li> <li>- And Follow-up of the Sanitation investment subsidy allocation (2005-2010)</li> </ul> </li> <li>– Sanitation Budget Management (more than \$60 million/year) and actively took part in the studies for the Sanitation Master Plan at the national level</li> </ul>

				<ul style="list-style-type: none"> <li>– <b>Cooperation with IFIs</b> (KfW, EU, AFD, IsDB, JICA, AfDB, EIB, WB, etc.) for <b>projects management</b> (appraisal, funding, technical assistance, and evaluation)</li> <li>– Participation in negotiation/discussion for tariff setting up and adjustment (with Prices National Committee);</li> </ul>
11/2001 - 01/2003	Morocco	<b>ONEP – DAE</b> Direction of Sanitation and Environment	Head of Sanitation Coordination Service	<ul style="list-style-type: none"> <li>– Technical <b>Assistance to Municipalities</b> and projects identification;</li> <li>– Delegated management on behalf of municipalities, negotiation of interventions with municipalities, elaboration and discussion of delegated management contracts, setting up sanitation services;</li> <li>– <b>Following up, monitoring and management of technical/financial indicators;</b></li> <li>– <b>Stakeholders analysis, involvement (participatory approach)</b></li> <li>– Planning of resources (human, material) for projects management (construction supervision, O&amp;M, etc.)</li> <li>– <b>Designing and establishing the training plan for ONEP’s staff involved in sanitation activities.</b></li> </ul>
Part-time 01/2004 – 07/2010 and 06/2012 to 10/2014	Morocco	<b>ONEP – DAM</b> (Procurement Department)	Deputy Chairman of Procurement Committee	<ul style="list-style-type: none"> <li>– Chairing Procurement Committee: for bids opening, tender evaluations, contract negotiations;</li> <li>– Ensuring that the tendering and procurement process complies with all procedures and regulations;</li> <li>– Divisions of: (1) strategic acquisitions, (2) common acquisitions, (3) potable water projects procurements; (4) wastewater projects procurements.</li> </ul>
01/1995 – 11/2001	Morocco	<b>ONEP – DEX</b>	Head of Water Distribution Services	<ul style="list-style-type: none"> <li>– Responsible for performance improvement and NRW in the water network;</li> <li>– Implementing various action-plans for reducing NRW. Putting control measures in place to remedy network leaks, and reduce illegal water consumption, meters management, etc.</li> <li>– Managing and directing the leak detection teams</li> <li>– Participation in several committees and working groups (inter-utilities) for performance improvement.</li> <li>– Responsible for cooperation project with ACDI (Canada): « <b>Fund for private sector development (FDSP)</b>» in leaks detection activities (initiation, planning, implementation, assessments, seminars, results and good practices dissemination).</li> </ul>

09/1991 – 01/1995	Morocco	The National Office of Potable Water <b>ONEP – DEX</b>	Operation & Maintenance Engineer	<ul style="list-style-type: none"> <li>– Water supply management, operation and maintenance water distribution facilities (+300 small and medium cities, more than 700.000 subscribers);</li> <li>– Managing actions for NRW and efficiency improvement. The objective was to identify losses through the water supply system (Rehabilitation studies for water distribution network and facilities. Following up leak detection campaigns in ONEP centers. Management of water-meters)</li> <li>– Participation in follow-up water saving programs.</li> </ul>
April – August 2017 (on going)	Morocco	<b>UNESCO-Maghreb</b>	Senior consultant	<p>Development of project document for the Arab-African Initiative on Biosphere Reserves:</p> <ul style="list-style-type: none"> <li>– “The Biosphere Reserves as a Climate Change Observatory and Sustainable Development Laboratory in the Arab and African Region”</li> </ul>
December 2016 - Mai 2017 (on going)	Morocco	<b>GIZ-Morocco</b>	National Project coordinator	<p><b>Business opportunities and Employment creation in the area of rural sanitation in Morocco.</b></p> <ul style="list-style-type: none"> <li>– <b>Project supervision, coordination and monitoring</b></li> </ul>
Oct. 2016 Jan. 2017	Morocco	<b>FAO, ONEE</b>	Water supply in rural area expert	<ul style="list-style-type: none"> <li>– Establishment of an objective and coherent approach for setting boundaries between water production and distribution facilities in rural water projects (impact on financial arrangements, land acquisition, asset management, etc.)</li> </ul>
June 2016 February 2017	Morocco	<b>GFA, GIZ, Ligue of Arab states</b>	National Expert for Morocco Water-Energy-Food Nexus	<p>GIZ funded assignment “Adaptation to climate change in the water sector – Water-Energy-Food Security Nexus Policy Mainstreaming in the MENA region”</p> <ul style="list-style-type: none"> <li>– - Evidence base document, institutional and capacity assessment, consultation workshop, guidelines</li> </ul>
September 2015 to December 2016	Vietnam	<b>GIZ-Vietnam &amp; Margraf Germany</b>	Sanitation Expert & Trainer	<p>Preparation, Implementation and Reporting of a Sequence of ToTs as a part of the GIZ program “Wastewater and Solid Waste Management in Vietnam”. Intervention as sanitation expert on the following aspects:</p> <ul style="list-style-type: none"> <li>- Financial management of wastewater services</li> <li>- Cost recover for sanitation services</li> <li>- Asset management for wastewater utilities</li> </ul> <ul style="list-style-type: none"> <li>– <b>Preparation of manuals. Training, support and coaching to National trainers</b></li> </ul>

October 2016	Morocco	<b>GIZ-Morocco</b>	Rural Sanitation Expert	Project of “ <b>Creation of Employment Opportunities in the wastewater Sector in Rural Areas in Morocco</b> ” - Conducting and evaluation of the national study tour on rural sanitation approaches and technologies
October 2016	Morocco	<b>UNESCO-Maghreb</b>	Senior Consultant and moderator	Moderation and reporting of Workshop with IHP (International Hydrologic Program) and MAB (Man and Biosphere Programme) : “First Joint Arab/African IHP and MAB Meeting: Towards COP 22 and SDG” Preparation of Tangier declaration to be presented in COP22 in Marrakesh.
April 2016-05-11 June 2016-05-11	Morocco	<b>ANDZOA and UNESCO-Maghreb</b>	Senior planning Consultant	Support to the operationalization of the <b>R&amp;D convergence</b> in the biosphere reserve of the argan tree on the basis of Lima Action Plan or UNESCO’s Man and the Biosphere (MAB) Programme and its World Network of Biosphere Reserves (2016-2025). - Establishment of Action plan for R&D operationalization in the biosphere reserve
February 2016	Morocco	<b>UNESCO-Maghreb</b>	Water Expert Project Formulation	Projects Identification and preparation of the concept note «SWIM Maghreb: Integration of <b>Water-Energy-Agriculture Nexus</b> in IWRM in Maghreb countries» in the framework of the call for project of the EU Commission programme « Sustainable Water Integrated Management programme (SWIM), Phase2, Demonstration projects » Homebased assignments.
November 2015 To date	Morocco	<b>UNESCO-Maghreb</b>	Water Expert e.network administrator	Support the actions of networking and cooperation between water experts in Maghreb in relation to the project "IWRM and science diplomacy for good water governance in Maghreb". - Designing the platform, creating the network “resEAU-Maghreb” - Administration of the platform (website) and virtual cooperation space Moderation of the network, Programming and realization of Webinars. Home-based with meetings in Rabat.
24 to 28/8/2015 and 7 to 11/12/2015	Kenya	<b>GIZ-Kenya</b> and Margraf Germany	Sanitation Expert & Trainer	“Up-Scaling Basic Sanitation for the Urban Poor (UBSUP)” Project: - <b>Basic Training</b> on Wastewater Treatment & Management for Kenyan water and wastewater utilities on Two sessions (around 30 participants for each group) Decentralised sanitation systems (Decentralised treatment facility: DTF)

Nov. 2013 to July 2014 and Jan. to June 2015	Tunisia	<b>GIZ</b> , Dr. Thomas Petermann	Water Integrity specialist	“Water Integrity at Utility level for ONEE, Morocco and SONEDE, Tunisia” Enhancing TAP (transparency-Accountability-Participation) : support to utilities ONEE and SONEDE to conduct WI analysis and implementation (training, facilitation, coaching). WI Mainstreaming and WI advocacy
2005 to 2016  More than 30 assignments	Morocco	<b>Margraf Publishers GmbH (for GIZ and ACWUA)</b> ,	e.Learning Tutor/Expert	<b>Tutoring e.Learning courses</b> for participants from Africa, east Africa, and MENA on several topics: PPP, NRW, Organizational development, Utility management, Sanitation, .. Each e.Learning course counts around 60 to 100 participants and the course duration is 6 to 8 weeks involving many activities: course administration, content (expertise) support to participants, moderating exchange/discussion groups, video conference presentations, tests, exams and report. Web based activities (home-based).
Many assignments 2010 to 2014	Jordan	<b>GIZ and ACWUA.</b>	Utility Management Expert Trainer	<b>Preparation and achievement of Regional training course for <u>senior and middle management in MENA region</u></b> ”, for ACWUA (Arab Countries Water Utilities Association), on: 1) Performance Indicators and Benchmarking 2) Quality management and standards 3) Negotiation and cooperation in water sector 4) Assignment on Training centres mapping in MENA region (within the Capacity and training working group)
2011 to 2014	Morocco	<b>ACWUA and Ecoconsult</b>	Water/Waste water utility Expert Project Coordinator	Support to “Utilities Management Technical Working Group – UM TWG)” : Support to “Utilities Reform Technical Working Group – UR TWG)” : 1. A compilation of the UM TWG regional case studies report (management/Reform), which cover the main theme of the TWG for ACWUA member countries. 2. Elaboration of A guiding principles and best practices document in the area of Utilities Management/Reform.
June 2015 – December 2016	Morocco	<b>RADEETA</b> (Taza Water utility)	Water (O&M) expert	Expertise on water supply security for the city of Taza, Morocco.

12 to 19/02/2011	Benin	<b>Kfw, Fichtner water and transportation GmbH:</b>	Water Marketing specialist	«Water supply in Secondary cities of SONEB, Benin», Accompanying Measures, Elaboration of <b>water marketing guidebook and training</b> of SONEB (Water utility of Benin) executives.
October 2011-April 2012	Morocco	<b>RADEEF</b> (Fez Water utility)	Water (O&M) expert	Expertise on water supply security for the cities of Fez, Sidi Harazem, Sefrou, Bhalil and centres of Bni Sadden, Morocco.
July 2011	Morocco	<b>RADEEO</b> (Oujda Water utility)	Water expert (O&M, NRW)	Master plan for water supply of the city of Oujda : NRW action plan Water network districts diagnosis.
April-June 2011	Morocco	<b>IFAD, GIZ</b>	Evaluation consultant	Evaluation of the CaMaRI ( <b>Capacity Building for Managing for Results and Impact</b> ) programme, an extensive joint programme of IFAD and InWEnt/GIZ for 11 countries in the MENA region to enhance planning, monitoring and evaluation capacity. The evaluation was conducted with a variety of new methods: - MAPP qualitative/semi-quantitative analyses, Semi-structured interviews - SWOT-analyses, Internet-based surveys Women-Empowerment matrix, Workshops with regional and national trainers.
July 2010,	Algeria	<b>IDRC</b> (International Development Research Center),	Water resources specialist	“Comparative Monitoring Indicators (Benchmark) Progress of Water Demand management in the Middle East and North Africa”.



<p>Many assignments from 2007 to 2011</p>	<p>Morocco</p>	<p><b>GIZ - AWC</b> (Arab water council)</p>	<p>Water Governance, Member of the steering committee and moderator/facilitator of 5 partner forums</p>	<p><b>Governance</b> in water sector in MENA region, INTERNATIONAL PARTNER FORUM:</p> <ul style="list-style-type: none"> <li>i. Egypt (Cairo), 20-22 November 2011</li> <li>ii. Tunisia (Tunis), May, 31<sup>st</sup> to June, 4<sup>th</sup> 2010.</li> <li>iii. Jordan (Dead Sea), 7 to 11 June 2009.</li> <li>iv. Morocco (Marrakech), 20 to 27 June 2008.</li> </ul> <p>Egypt (Cairo), 20 to 27 June 2007.</p>
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## Experience in Project Management, Appraisal, Monitoring and Evaluation:

### In many programs and projects I have contributed in the project cycle management :

- Support the **Identification**: Identify new projects in the prospect of funding
- **Appraisal** phase: participation in documents preparation, data collection and scenarios assessment to appraise sanitation projects/programs for funding.
- In charge with municipalities prerequisites: service delegation, share in financing, etc..
- Coordinate and **Follow-up** of the project portfolio (monitoring, tendering, award of contracts, disbursements, performance indicators, etc.) :
- **Monitor** the project implementation in collaboration with the Bank officials.
- **Evaluation**: Participation in the project **completion** reports, with the help of the technical assistance and the Bank officials at the completion of each project.

### • Projects involved in:

#### 1. **KFW projects** (since 2003):

- New project: **PNA** (national program for sanitation) project funded with (AFD, EIB and EU): the project manager during the identification and appraisal phase.
- **APC3** (Sanitation for small centers 3): € 43 million, 715.000 inhabitants
- **APC2** (Sanitation for small centers 2): € 35 million, 372.000 inhabitants
- **APC1** (Sanitation for small centers 1): € 28 million, 257.000 inhabitants (completed)
- Sewerage projects of **Khénifra and M'irt** (phase1): € 18 million, 145.000 inhabitants
- Sewerage projects of **Guelmim (Oued Sayed De-pollution)**: € 2 million, 96.000 inhabitants

#### 2. **JICA projects**:

- **2005-2010: Sewerage development for 3 cities** (Khemisset, Tiflet, Sidi Kacem) : € 50 million, 385.000 inhabitants
- **2007-2011: Sewerage development for 4 cities** (Benguerir, Kalaa Sraghna, Amezmiz, Ait Ourir): € 48 million, 186.000 inhabitants

#### 3. **UE-EIB-AFD**: Sebou hydraulic basin de-pollution: Sanitation of 17 cities financed by **EIB, AFD, EU** the complement is ensured by National Sanitation Plan (PNA) : € 88 million, 750.000 inhabitants.

Participation in identification/formulation of New projects PNA (national sanitation plan) with EIB, KfW, AFD, EU (around 60 small and medium cities for more than € 300 million.

#### 4. **Other projects**:

- **AfDB, 2005-2010: Sewerage development for 3 cities** (Khouribga, Oued Zem, Boujaâd): € 55 million, 300 .000 inhabitants
- **AFD: Sewerage development for 4 cities** (Al Houceima, Targuist, Imzouren, Bni Bouayach): € 25 million, 109.000 inhabitants
- **IsDB, 2003-2009: Sewerage development for 6 cities** (Tata, Akka, Fom Zguid, Fom El Hisn, Bouznika, Berrechid) : € 29 million, 156.000 inhabitants
- **World Bank, 2010-2015** : Oum Rbia basin de-pollution Project (Sanitation of 11 centers) : € 52 million, 240.000 inhabitants

#### 5. **Specific projects: Institutional aspects, Capacity building, gender, evaluation**

- **2006-2007: Strategic review of the national program for sanitation PNA (Kfw with World Bank)**: member of the PNA-following committee.
- **2003-2010: PFP** : Training and skills development program (Programme de formation et de perfectionnement) **PFP 1** : project manager (completed) and **PFP 2** (ongoing) (**KFW**)
- **2005-2006: Poverty and Gender Impact assessment** for APC1 and APC2 (completed):**KFW**

- **Gender Impact assessment** for sanitation projects, APC3 (ongoing) : **KFW**
- **2009, AfDB**, 7<sup>th</sup> drinking water supply and sanitation project in Morocco, involvement in the Project performance Evaluation.

## **Publications:**

Co-author of some publications:

- «WATER TAP Manual: A practical guide to managing water integrity in water utilities Experiences from pilot projects in the MENA region »,
- «Water Impact Guidebook: Capacity Development to Enhance Commercial and Technical Management in Water and Wastewater Utilities »
- «Water utilities Management in the Arab Region: lessons learned and guiding principals »
- «Water utilities Reform in the Arab Region: lessons learned and guiding principals»

## **Trainings**

- « Integrity in Water sector » 3 sessions (1 week each) with GIZ - SIWI - IT - WIN – IUCN. Feldafing, Germany, 2012 – Eschborn, Germany, 2013 and Tunis, Tunisia 2014 :
  - o Improving water integrity in water sector (TAP: transparency, accountability and participation).
  - o Corruption drivers, impacts and costs
  - o Corruption risk mapping in water sector,
  - o Implementing IT and WIN tools
- « Future water leaders program ». Advancing Blue Revolution Initiative. USAID:
  - o « Expanding the network to reach the poor » Amman, Jordan, August 2008,
  - o « Regulatory reform » Cairo, Egypt, December 2008,
- « Révision des tarifs de l'eau », World Bank Institute, Rabat, January 2006
- «ODA loan for environment protection and anti- pollution measures». JICA: Tokyo, Japan, January 2004
- « Private sector participation in Water sector ». InWent, Blended learning (e.learning and Face-to-face, Amman Jordan) September-December 2003