



REPORT ON THE TRAINING WORKSHOP

2.2.7 – 2.2.9 Strengthening Public Sector Capacity to Mobilize Depollution Investments and Private Sector Participation

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1	Strengthening Public Sector Capacity to Mobilize Depollution Investments and Private Sector Participation	Charbel RIZK	Hosny KHORDAGUI, Stavros DAMIANIDIS and Vangelis KONSTANTIANOS



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1 LIST OF ABBREVIATIONS & ACRONYMS

EC	European Commission
EIB	European Investment Bank
FEMIP	Facility for Euro-Mediterranean Investment Partnership
GWP	Global Water Partnership-Mediterranean
IFI	International Financial Institutions
OECD	Organization for Economic Co-operation and Development
PC	Partner Country
PFI	Project Finance Initiative
PSP	Private Sector Participation
SWIM-SM	Sustainable Water Integrated Management Support Mechanism
MeHSIP-PPIF	The Mediterranean Hot Spots Investment Program – Project Preparation and Implementation Facility
UfM	Union for the Mediterranean
WP	Work Package



2 EXECUTIVE SUMMARY

Although all SWIM partner countries have mobilized de-pollution investments through IFIs and the private sector to different extents and in different forms, the public and private sector still need support in mobilizing resources for water infrastructure in general and pollution reduction in particular. The objective of this workshop, organized in partnership with MeHSIP-PPIF, was to develop the capacity of partner countries in the mobilization of resources for investments in pollution reduction infrastructure through IFIs and through partnerships with the private sector.

The expected results were the following:

1. The capacity of participants from the SWIM partner countries was developed in resource mobilization for pollution reduction investment projects through IFIs and PSP
2. Experience between countries was exchanged through discussions and case studies
3. Dialogue on resource mobilization and investments, was engaged between the public sector, the private sector and represented organizations and projects.

Participants were first introduced to MeHSIP-PPIF and SWIM-SM and then taken through the different phases of preparing a water project for funding by International Finance Institutions (IFIs). The speakers stressed the importance of comprehensive feasibility studies and environmental and social assessments as fundamental for a bankable project. Cost recovery is country dependent and the mix of Tariffs, Taxes and Transfers, the 3 Ts, to close the financing gap, should be progressively adjusted based on appropriate socio-political contexts. Engineering data and prior social engagement are crucial for project success and avoidance of delays during construction. A careful review of the engineering aspects of a project can improve efficiency in performance and reduce capital and operation and maintenance costs. The experience was presented in case studies from the countries on day one.

The focus of the second and third day was on PSP. It was clearly pointed out by SWIM-SM and OECD that PPPs are a solution to financing depollution infrastructure but they are not the only possible/available solution.

As learned from policy dialogues undertaken by OECD, the selection of a governance structure for PPPs such as PPP units, regulators, is country- and context-dependent and different structures have had different levels of success. The PSP assessments undertaken by GWP-MED and OECD and the UfM-labeled project on Governance and Financing implemented by the same organizations will provide countries with baselines on institutional and legal frameworks for PPPs in the country and support dialogue between regional and national stakeholders.

Preparing projects for PPP financing necessitates getting experienced advisors to advise the public and private sectors and to provide support in drafting good contracts. Contracts should be context-driven. Templates can be used for reference but should be adjusted to fit local conditions. The role of the private sector in a PPP is to improve performance. Accordingly, contracts between the public and the private sector should move from “contracts of means” to “contracts of results”. A good time span for a contract was estimated to be between 15-20 years.

The success of PPPs depend on the following:

1. An enabling environment
2. Capacity development
3. Long term financial sustainability
4. Developing accountability mechanisms

The basic criteria for a bankable PPP project are a good enabling framework, reliable public party, experienced private party, clear and flexible contract, and smart financing. Financial modeling will help countries assess the finances of the project.



Risk and risk allocation are key determinants for investment by the private sector especially in the SWIM PCs. Risk allocation will influence the type of PPP. Among the multitude of stakeholders involved in PSP, the local insurance sector, which can provide risk coverage, is not engaged sufficiently.

The participants noted the pertinence of the workshop topic and especially the PSP component and requested a stronger presence of the private sector. They were provided with memory sticks containing the workshop material, with an excel-based tool that will assist countries perform a quick preliminary assessment of project feasibility and finances.

3 WORKSHOP BACKGROUND, OBJECTIVES

3.1 INTRODUCTION

The Sustainable Water Integrated Management – Support Mechanism (SWIM-SM) is a regional technical support project funded by the European Commission (EC) and that includes the following Partners Countries (PCs): Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Palestine, Syria¹ and Tunisia. The project aims to promote actively the extensive dissemination of sustainable water management policies and practices in the region given the context of increasing water scarcity, combined pressure on water resources from a wide range of users and desertification processes, in connection with climate change.

Under Pillar one entitled “Non-conventional Water” and within the scope of Work Package 2 (WP2) – “Capacity building activities” and - specifically through Activities 2.2.7 and Activity 2.2.9, the SWIM-SM Project aims at developing the capacity of SWIM-PCs in resource mobilization for de-pollution projects through IFIs and Private Sector Participation (PSP).

In this connection and in partnership with the MeHSIP-PPIF² SWIM-SM organized a training workshop entitled: “**Strengthening Public Sector Capacity to Mobilize De-pollution Investments and Private Sector Participation**” from **3-5 July 2013** at the **European Investment Bank (EIB) premises in Luxembourg**.

The workshop topic was based on identifications of priority issues and needs assessments undertaken by MeHSIP-PPPIF and SWIM-SM regarding pollution reduction projects. It is also inline with work being undertaken, in the region, by different organizations such as: GWP-MED, OECD, and UfM on the subject of financing and PSP. Parallel with its thematic and technical aspect, the workshop was intended to be a space for exchange of experience and dialogue between the different stakeholders. Technical presentations by experts from SWIM-SM, MeHSIP-PPIF, OECD and EIB were followed by discussions and complemented with the presentation of case studies by the experts themselves and the country representatives.

20 participants from the SWIM PCs: Algeria, Israel, Lebanon, Palestine, Morocco, Tunisia attended the training workshop. They represented the public and the private sector.

3.2 OBJECTIVES AND ACHIEVED RESULTS

Although all SWIM partner countries have mobilized de-pollution investments through IFIs and the private sector to different extents and in different forms, the public and private sector still need

¹ The situation in spring 2012 is that cooperation with Syria is temporarily suspended until further notice from the EU

² Project Preparation and Implementation Facility for South-Eastern Mediterranean Countries



support in mobilizing resources for water infrastructure in general and pollution reduction in particular. The objective of this workshop was to develop the capacity of partner countries in mobilizing resources for investments in pollution reduction infrastructure through IFIs and through partnerships with the private sector. Engaging in a dialogue between the different stakeholders, especially the local private sector was an additional objective of the workshop. The workshop aimed also at creating synergies between the SWIM project and the MeHSIP-PPIF programme and with other organizations such as EIB and OECD. The workshop was co-organized by SWIM-SM and MeHSIP-PPIF.

The expected results were the following:

1. The capacity of participants from the SWIM partner countries was developed in resource mobilization for pollution reduction investment projects through IFIs and PSP
2. Experience between countries was exchanged through discussions and case studies
3. Dialogue on resource mobilization and investments, was engaged between the public sector, the private sector and represented organizations and projects.

4 WORKSHOP METHODOLOGY

The workshop addressed both the public sector and the local private sector. Although some of the countries already have experience in resource mobilization, they still expressed a need for additional learning from experts in the field and from the experience of other countries.

Twenty participants were selected from the public and private sector. Ministries of Water, Finance, Interior, Planning and different agencies and councils were represented. From the private sector, representation was limited, however consultants in PPPs, bankers and technical advisors participated in the workshop.

Key experts, Non-Key experts and representatives of EIB and OECD gave presentations, to bring regional and international experience into perspective. The EIB was involved as a host for the workshop and also to present the requirements and point of view of the IFIs on bankable projects. MeHSIP presented its experience in project development for investments in de-pollution. SWIM experts covered technical aspects of financing and OECD brought in its knowledge and experience from project implementation in the region.

The approach included, in addition to the PowerPoint presentations, discussions and interventions from the participants. The countries presented case studies related to the subject matter in order to share local experience with the rest of the participants. The participants with previous PPP experience deliberated with experts and participants from other countries on ways to improve PPPs. The presentations covered theory and experience from the field.

The technical presentations, panels, cases studies and discussions were structured so as to give the participants a complete overview of the requirements for finance mobilization for depollution infrastructure either through IFIs or in partnership with the private sector. Ample time was given for discussions and exchange of experience.

The presentations on day-one covered all the aspects of resource mobilization through IFIs starting with the different phases and requirements of the preparation of a bankable project to criteria for acquisition of funds for investments going through the requisites for project success during the preparation, construction and operation phases, and finally possible sources of revenue to recover the cost of the investment and operation and thus potentially close the financing gap. Project monitoring requirements were also presented. Theory was blended with practice through a case study from Egypt and the practical experience of MeHSIP and EIB specialists. Periods for exchange, debate and questions followed each presentation. Country experiences in resource mobilization and PPPs were showcased.



Day two and three covered all the aspects of PPP for de-pollution investments including enabling frameworks, project preparation requirements, main elements of a good contract for a successful PPP, financial modelling, analysis, and profitability, involved risks and possibilities for risk sharing and finally the role of different stakeholders. Similarly theory and experience from the field were mixed with discussion and debate. PSP assessments and a project implemented by GWP-MED and OECD on Governance and Financing covering some of the present countries were also presented and discussed.

5 PRESENTATIONS AND DISCUSSIONS

Day One focused on the preparation of bankable projects for financing by IFIs.

Session 2 focused on the process of getting a project to funding. The presentation was joint between EIB presenting their requirements for bankability and the project preparation experience of MeHSIP from the field. The participants commented on the length of the process, the requirements for impact assessments and the decision process at EIB for approving or not, projects submitted for financing.

Session 3 was a presentation of a case study from Egypt by MeHSIP. The importance of the study was the reengineering process that led to reductions in number of wastewater treatment plants and a possible reduction in costs.

Session 4 on sustainable cost recovery focused on the 3Ts concept (Tariffs, Taxes, and Transfers). The interventions by the participants focused on the proper mix of 3Ts that is adequate for the countries in the region and how to close the financial deficit gap.

Session 5 was changed from a presentation to a panel discussion lead by Monica Scatasta and her team. Key elements for project success were presented by the panel and discussed by the audience, especially as relates to the need for data such as boreholes before structural design or social data prior to the initiation of projects that affect populations.

Session 6 was a presentation of case studies by Jordan on the benefits of PSPs mainly shown in reduced consumption of water and improved efficiency of use, by Palestine on the Gaza Emergency Wastewater Treatment Plant which focused on the financial package used to finance the treatment plant and by Tunisia on the experience in PSP and the accompanying institutional framework.

Day Two focused on the enabling environment for PSP

Session 2 Was mainly on lessons learnt from policy dialogues related to PSP. The discussions focused on institutional options at the national level such as PPP units, regulators, PPP vs. Privatization, the role of the ministries and especially the ministry of finance. The OECD team and the present experts explained the different options and roles and what could be good solutions and also pointed out strongly that it is not advocating for PPPs as a solution but as tool for financing infrastructure. The private sector representatives pointed out the need to ensure repayment and profit before they get involved in financing

Session 3 was on the enabling environment for PSP. It was presented through the PSP assessments for Egypt and Lebanon. The assessment presents the current situations and identifies gaps and barriers to PSP. The UfM labeled project on Governance Financing implemented by GWP-MED and OECD was also presented. The discussions focused on the elements included in the PSP assessment, the questionnaire preparation process and the validation of result process. Interventions by Morocco presented the enabling environment of PSP in the country and sanitation projects. It was followed by a similar intervention by Algeria.



Session 4 Was left to interventions/questions by the participants on the lessons learnt and PSP assessments.

Session 5 Focused on the steps required for the preparation of a project for PPP financing. The questions and interventions focused on the responsibility issues for EIAs under PPP projects

Session 6 Algeria presented a review of experience in PPPs including successes and failures on different PPP contracts and Israel presented a case on financing desalination plants through different combinations of financing options including IFIs and PPPs

Day Three Focused on technical aspects related to PPPs

Session 1 was on the main elements of a good PPP contract. This topic is of importance to countries further to failures in PPPs due to contractual issues. Jan Janssens, the PPP expert presenting this session, stressed the point that people should talk about private sector involvement and not participation or partnerships so that decision makers do not confuse the role of private investors. The focus of the involvement should be improved performance. Two different approaches to PPP were discussed :

1. Project Finance Initiative (PFI) GB-led; it is about repartition of risks; the lender front-secures the gains; green-new investment, brown-rehabilitation of existing infrastructure.
2. Delegation of a Public Service (DPS) FR-led; working for improving efficiency/effectiveness; it is about repartition of responsibilities

A step-wise approach should be used to go from contracts of means to contracts of results. A note was made by Tunisia on the fact that the private sector does not necessarily perform better than the public sector.

Session 2 the feasibility and profitability of PPPs was presented in this session using the As-Samra Wastewater Treatment Plant in Jordan as an example.

The main questions and inputs by the audience focused on the role of the contractor, the length and social aspects of the PPP contracts affecting the costs. 15-20 years was the response of Dr. Qutaishat on a good length of contract but he linked this to the loan-repayment period.

Session 3 The focus of the session was financial modeling and the expert provided the participants with an Excel based modeling tool that they can use in estimating the financials of the projects. The excel tool was provided to all the participants on the memory stick that contains the workshop material.

Session 4 focused on the risk involved in PPP contracts and possible ways to share the risk between the public and the private sectors. It was noted that the involvement of insurance companies in PPPs in the region was very weak.

Session 5 A detailed PPP stakeholder map was presented by the expert and the role of each was described. Interventions by the different countries described the national contexts and processes for private sector involvement. It was pointed out that local insurance companies are not yet involved enough in PPPs for depollution infrastructure.

Session 6 was an open session for discussion and interventions by the participants and responses by the experts still present. It was also time for expressing feelings about the workshops and thoughts about future events under PPPs that the participants think are relevant and needed. One important comment by the participants was the need to have more private sector representatives present during such workshops.



6 WORKSHOP EVALUATION FINDINGS AND RECOMMENDATIONS

At the end of the workshop, the participants filled an evaluation form to express their opinion and feelings about the efficiency, effectiveness and soundness of both the organization and delivery of the training. The forms were thereafter analysed to extract lessons and recommendations for future activities. Below is a summary of the evaluation findings and main feedback from the participants.

Organizational and administrative issues before and during the workshop

As depicted in the chart below, a set of 8 criteria; A1-A8 (See table below) were assessed by the participants, using a scoring scale from 1 to 5, with 1= "Strongly disagree" or the lowest, most negative impression and 5="strongly agree", or the highest, most positive impression.

Table 1: List of criteria A1-A8

A1	Good Handling of Invitations, Visa Support, Information Sharing and Smoothing Obstacles
A2	Smooth flow of programme, efficient handling of emerging needs and attentiveness to participants concerns
A3	Efficient Logistics: Accommodation, Transportation, Tools and Equipment
A4	Efficient and Effective Communication of Objectives, & Expectations from Participants
A5	Efficient and Effective Follow-up of Preparations and Progress towards the Event
A6	Clarity, Coverage and sufficiency of concepts, Objectives, anticipated outputs and outcomes
A7	Procedural issues: Selection and Design of Methodology, Programme/Daily Agenda and Work Rules
A8	Presentations Correspond and contribute to the Planned Objectives and Conducive to Enhanced shared Understanding and participation of Relevant Issues

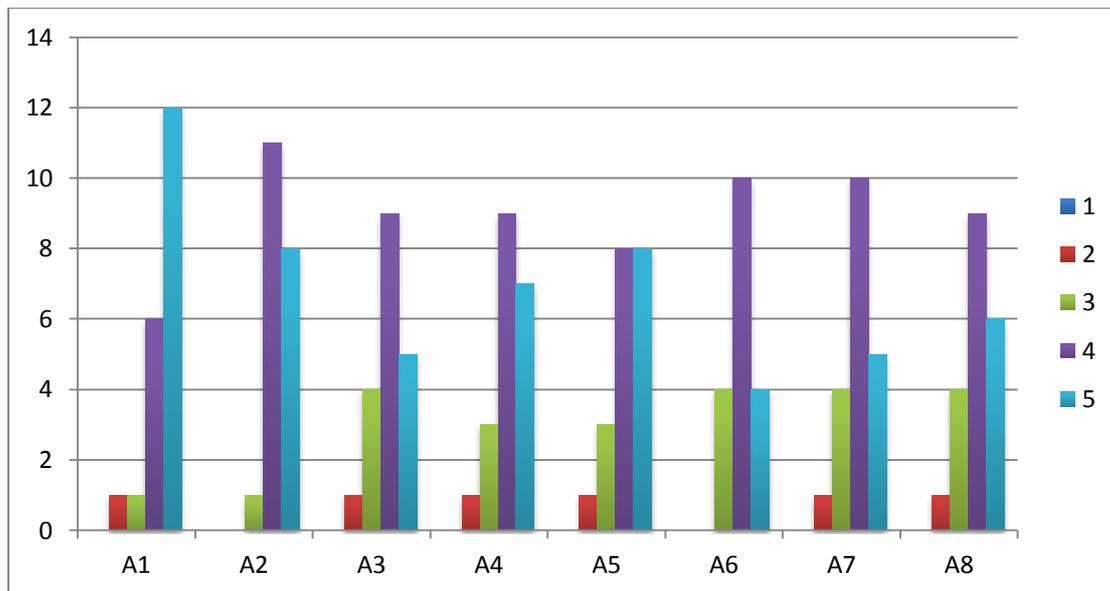


Figure 1: Participant’s level of satisfaction regarding organizational and administrative issues

As depicted in the graphs and the high frequency of 4 and 5 grades, the participants were highly satisfied on most aspects related to the course organization, administration as well as design and contents.

Executing the workshop

The same scoring scale was used to assess another set of criteria; B1-B5 (See table below) related to the execution of the workshop.

Table 2: List of criteria B1-B5

B1	Efficient and Effective Performance and Interaction by Participants
B2	Efficient and Effective Facilitation
B3	Efficient and Effective Cooperation and Team Spirit
B4	Acceptable Level of Achievement of Planned Objectives
B5	Positive Overall Impression On the Personal Level of Participants

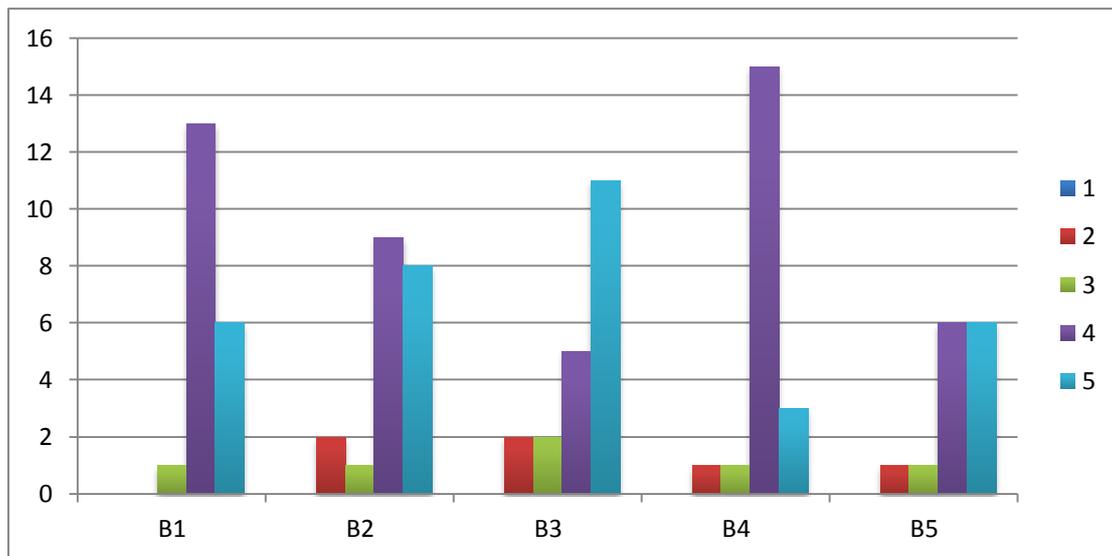


Figure 2: Participant’s level of satisfaction related to the execution of the workshop

Similarly, the participants’ feedback was encouraging with a large majority giving 4-5 grades.

Personal impression and recommendations

Participants were invited to express themselves on the aspects that they have liked the most and their recommendations for improvement in the future. Below is a summary of the findings:

Most liked things	Suggestions for improvement
➤ Speakers	➤ More private sector presence
➤ Team spirit	➤ More time for the workshop
➤ Organization	➤ More case studies to discuss possibly failure stories
➤ Technical presentations	➤ Sessions on needs identification
➤	➤ More on financial modelling



7 DETAILED WORKSHOP AGENDA AND DISCUSSIONS

Day 1			
Day 1 – July 3^d 2013	Description	Duration	Method/Speaker or Trainer
<u>Strengthening public sector and private sector capacity to mobilise depollution investments</u>			
Session 1	<ul style="list-style-type: none"> Welcome and opening remarks <ul style="list-style-type: none"> MEHSIP-PPIF project (presentation) SWIM-SM program (presentation) Presentation of course program Introduction of trainers and participants, and their expectations from the training	08.45-10.00	Flavia Palanza (EIB-FEMIP), Mario Aymerich (EIB), Tim Young (MeHSIP-PPIF), Charbel Rizk (SWIM-SM)
Session 2	Resource mobilization: Getting a project to funding	10.00-11.00	Tim Young (MeHSIP-PPIF), Nathalie Climence, Rugile Balzekaite (EIB)
Coffee (30min) (11.00-11.30)			
Session 3	Case Study from Egypt	11.30-12.00	Tim Young (MeHSIP-PPIF)
Session 4	Sustainable cost recovery for investments	12.00-12.45	Monica Stacasta (EIB)
Session 5	Panel Discussion: Project management, for investment success and reporting tools	12.45-13:30	Monica Stacasta and team and Koussai Qutaishat (reporting requirements)
Lunch (1.5 hours) (13.30-15.00)			
Session 6	Case study from countries 3 countries experience in financing: gaps and challenges if any	15:00: 16:00	Countries
Session 7	Discussions and wrap up for the day	16:00:17:00	Tim Young, Charbel Rizk
Day 2			
Day 2 – July 4	Description	Duration	Method/Speaker



2014			
Session 1	Short welcome and “tour de table” for the private sector participants	09.30-10.00	<i>Charbel Rizk</i>
Session 2	Private Sector Participation in Water Infrastructure, lessons learnt from policy dialogues	10.00-11.00	<i>Celine Kauffmann, Ian Hawkesworth (OECD),</i>
Coffee (30min) (11.00-11.30)			
Session 3	Enabling environment for PSP and different modes including the case studies of Egypt and Lebanon The UfM-labelled <i>Governance & Financing for the Mediterranean Water Sector</i> project	11.30-13.30	<i>Anthi Brouma and Sarra Touzi and Julien Serre (EIB)</i>
Session 4	Interventions from the participants and discussion on examples from other SWIM countries	13.30 to 14.30	<i>Anthi Brouma, Sarra Touzi, Celine Kauffmann, Ian Hawkesworth and Julien Serre</i>
Lunch (1 hour) 14.30-15.30			
Session 5	Project preparation for PPPs	15.30-16.15	<i>Sarra Touzi</i>
Session 6	Case study from the countries	16.15-17:30	<i>Countries</i>
Day 3			
Day 3 – July 5th 2014	Description	Duration	Method/Speaker or Trainer
Session 1	Main elements of a good PPP contract for depollution infrastructure	09.00-9:30	<i>Jan Janssens</i>
Session 2	Feasibility and profitability of PPPs in water infrastructure with case studies/ As Samra treatment plant	9:30-11:00	<i>Koussai Qutaishat</i>
Coffee Break 30 min 11:00-11:30			
Session 3	Financial modeling for PPPs	11:30-12:15	<i>Koussai Qutaishat</i>



Session 4	Risk and risk sharing for PPPs	12:15-13:00	<i>Jan Janssens</i>
Lunch (1.5 hours) (13.00-14.30)			
Session 5	The role of different stakeholders in PSP (e.g. Public Sector, central bank, commercial banks, investors, insurance companies) & discussion	14.30-15:00	<i>Koussai Qutaishat</i>
Coffee (30min)			
Session 6	Open discussion with participants reflecting on the workshop.	15.30-16.15	All present lecturers
Session 7	Workshop summary and distribution of certificates	16.15-17.00	FEMIP, SWIM-SM



8 LIST OF PARTICIPANTS

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