

CURRICULUM VITAE

1. Proposed Position

2. **Family name** Holzmann
3. **First name** Friedrich
4. **Date of birth** January 10th, 1964
5. **Nationality** Austrian
6. **Civil status** married, two children

7. Education

Institution University of Agriculture, Forestry and Renewable Natural Resources Vienna, Austria

Period 1984 - 1991

Special fields Water management in tropical areas

Degree or Diploma obtained Diplomingenieur/graduate engineer

Institution Harvard Institute for International Development (HIID)

Period July 1999

Special fields International Workshop on Privatisation, Regulatory Reform, and Corporate Governance

8. Language skills (mark 1 to 5 for competence: 1 excellent, 2 good, 3 fair, 4 poor, 5 none)

<i>Languages</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
German	Mother Language		
English	1	1	2
French	1	1	2
Spanish	3	3	4
Portuguese	2	3	4

9. **Other skills** MS Office
 Geographical Information Systems (GIS) - (ARCAD/ARCVIEW)
 Database programming (FOXPRO, DBASE)

10. **Present position** Independent Consultant; Director of Aqua Pro (From January 2004)

11. Years of professional experience 3 years water utility operation experience with LINZ SERVICE
10 years consulting experience in the water sector with TBW Consulting

12. Key qualifications 13 years of professional experience, all in the water sector, after graduation as M.SC Civil/Water-Engineering specialised in:

- Operator experience/performance based management contracts/benchmarking/efficiency improvement for water utilities/water metering, non-revenue water analysis
- Development of PSP Projects in the water sector (acquisition for international operator/Investor)
- Project finance (business plans for water utilities, financial engineering for PSP Project).
- Institutional strengthening of international water-management organisations
- Water supply, water treatment, sanitary engineering
- Watershed Management, water master-plans

13. Specific foreign countries experience

Country	Duration
Albania, Kosovo, Bosnia, Romania, Hungary, Tajikistan, Slovakia	Short time missions: 12 month
Cap Verde	Short time missions: 8 month
Guatemala	Short time missions: 4 month
Egypt	Short time mission: 2 weeks
Uganda, Kenya, Rwanda, Zambia	Short time missions: 11 month
Madagascar, Ethiopia	Short time mission: 2 week
Burundi	Long time mission: 37 month
Rwanda	Short time missions: 3 month
USA, France, England	World Bank/EBRD/IDB: 4 weeks

14. Professional Experience Record

<i>Period</i>	Since December 2003
<i>Location</i>	Gmunden, Austria
<i>Company</i>	AQUA PRO
<i>Position</i>	Managing Director
<i>Description</i>	Foundation of a consulting company focusing on <ul style="list-style-type: none"> - Private Sector Participation - Efficiency improvement for water utilities/benchmarking - Performance based management contracts - Institutional strengthening and restructuring for water utilities - Financial Engineering for PSP – Projects

<i>Period</i>	April 2001 - November 2003
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<i>Location</i>	Linz, Austria
<i>Company</i>	Linz AG / LINZ SERVICE GMBH (former SBL-Stadtbetriebe Linz GmbH) – Operator of the water and wastewater system for the city of Linz (350.000 inhabitants).
<i>Position</i>	<ul style="list-style-type: none"> • Head of International Service the international business arm of Linz AG; • Managing Director for IW WABAG GmbH (International Water Management WABAG GmbH), an international operator for water and wastewater systems) • Managing Director for SBL – Tirana sh.p.k.
<i>Description</i>	<p>Fully responsible for the Management of the Department of International Service (Profit Center) and operative management of the joint venture company IW WABAG GmbH. The main tasks were:</p> <ul style="list-style-type: none"> • <u>Project Acquisition: Management/Operation Contracts</u> for Kavaja/Albania, Dushanbe/Tajikistan, Rahovec/Kosovo; Bursa/Turkey; Gera/Germany; • <u>Development of PSP - projects</u> (BOT, Concession,..): Elaboration of Business plans, Financial structuring of PSP projects. Focus area in EU-accession and Balkan countries. Consulting for PSP Belgrad/Serbia; Concession for Constanta/Romania; other PSP Projects in Romania. • <u>Efficiency improvement of water utilities</u>: Benchmarking and Quality assurance projects within Linz AG; Efficiency studies for Romanian water utilities to prepare contracting model. • Contract Director for EU-Phare Water and Sanitation Project Saranda/Albania (Contract Value € 3,8 Mio.). Claim Management, Project Monitoring, FIDIC contract management. • Project Director for EU-Phare Project (<u>Institutional strengthening for the water utilities of Vlora and Gjirokaster/Albania</u>). Expert for Institutional Restructuring; Organisation Development; Human Resource Development; develop indicators for performance audit.

<i>Period</i>	November 1997, April, September 1998; 1999; 2000
<i>Location</i>	Guatemala
<i>Company</i>	TBW - Technical Consultancy for Land and Water Use
<i>Position</i>	Expert for "Institutional building"
<i>Description</i>	<p>Institutional restructuring of a water utility in Quezaltenango/Guatemala (250.000 inhab.),</p> <ul style="list-style-type: none"> • Development of a strategy and <u>options for PSP</u> and a transaction toward an autonomous water utility • Development of an action plan • <u>Improvement of efficiency</u> for management and operation of the water system; • Development of a <u>monitoring and benchmarking system/performance based indicators/data collection system</u> • Training of staff in using the indicator system • Development of business plans and tariff models • Setting up of an Integrated Management Information system. • Preparation of legal arrangements for the transaction • Foundation of an autonomous water utility • <u>Monitoring the performance of the new water utility</u>

<i>Period</i>	April – September 2000
<i>Location</i>	Egypt/Austria
<i>Company</i>	TBW - Technical Consultancy for Land and Water Use
<i>Position</i>	Project manager
<i>Description</i>	Study of the Egyptian Water Market; strategy for the Austrian Water Industry to develop the Egyptian water market with focus on the <u>development of PSP-Projects</u> . Evaluation of the <u>performance of water utilities</u> and development of strategies for participation of the Austrian water industry in the water sector.
<i>Period</i>	July 1999 – November 1999
<i>Location</i>	Haiti
<i>Company</i>	TBW - Technical Consultancy for Land and Water Use
<i>Position</i>	Project manager
<i>Description</i>	Study on the water tariffs; Development of a standardised tariff calculation model.
<i>Period</i>	July 1997 – March 2001
<i>Location</i>	Austria, Rwanda/Kigali
<i>Company</i>	TBW - Technical Consultancy for Land and Water Use
<i>Position</i>	Project manager
<i>Description</i>	Construction Supervision of a water treatment plant for the extension of the potable water supply of Kigali, Project co-ordination, Financial Management, Quality Assurance, Preparation and negotiation of Contracts with construction companies,
<i>Period</i>	May – September 1998
<i>Location</i>	Vienna, Austria / Honduras
<i>Company</i>	TBW - Technical Consultancy for Land and Water Use
<i>Position</i>	Projectmanager
<i>Description</i>	Elaboration of a strategy for privatisation of the water supply and waste water treatment company of San Pedro Sula/Honduras (750.000 inhab.) <ul style="list-style-type: none"> • Evaluation of the existing organisation (<u>performance of the water utility</u>) • Elaboration of alternatives for the privatisation of the water company. • Elaboration of an action plan for preparation of the privatisation process. • Elaboration of Terms of Reference for further consulting services
<i>Date</i>	November 1996 - December 2000
<i>Location</i>	Uganda
<i>Company</i>	TBW - Technical Consultancy for Land and Water Use
<i>Position</i>	Project manager
<i>Description</i>	Water and Sanitation System for Kisoro town/UGANDA <ul style="list-style-type: none"> • Assessment of the institutional, legal and socio-economic framework • Elaboration of a feasibility study including options for institutional arrangements (PSP, Water user organisations, autonomous water company) • Financial analysis and elaboration of a budget plan for the water company of Kisoro town • Implementation of the proposed measures: Water user committees, operational and autonomous water company, construction of water supply (solar power) and sanitation (reed-bed filter) system.

<i>Period</i>	February 1997 – March 2001 (short term missions)
<i>Location</i>	Cap Verde
<i>Company</i>	TBW - Technical Consultancy for Land and Water Use
<i>Position</i>	Projectmanager
<i>Description</i>	<p>Watershed management in two selected hydrological catchment areas in Santiago/Cap Verde.</p> <ul style="list-style-type: none"> • Planning, monitoring, evaluation and advise for an integrated watershed development plan (regional/national coordination) • Development of a <u>watershed management information system</u> • <u>Data collection</u> for water supply and sanitation systems (base data, performance data) • <u>Establishment of a water monitoring unit</u> within the directorate of water development. • Capacity building in using the information systems, data collection, monitoring the water systems. • Development of a strategy to implement the water management on drainage basin, municipal and national level.

<i>Period</i>	February 1997 – March 2001 (short term missions)
<i>Location</i>	Cap Verde
<i>Company</i>	TBW - Technical Consultancy for Land and Water Use
<i>Position</i>	Projectmanager
<i>Description</i>	<p>Integrated watershed management in Ribeireta/Santiago/Cap Verde.</p> <ul style="list-style-type: none"> • Planning, monitoring, evaluation and advise for an integrated watershed development plan. • <u>Development of a data collection and monitoring system</u> on drainage basin level. • Implementation of an institutional action plan for sustainable development of water management (water user organisations) • <u>Fostering private sector participation</u> for management of the water systems within the drainage basin. • <u>Monitoring implementation of water infrastructure</u> (water supply, sanitation, dams, irrigation systems)

<i>Period</i>	October 2000 – March 2001 (short term missions)
<i>Location</i>	Cap Verde
<i>Company</i>	TBW - Technical Consultancy for Land and Water Use
<i>Position</i>	Projectmanager
<i>Description</i>	<p>Development of standardised tools for project monitoring/project management for different levels within the Austrian development cooperation (ADC)</p> <ul style="list-style-type: none"> - Development of computerised tools to monitor progress of work and costs based on defined performance criteria. - Training of staff to implement the tools with the different organisation related with the ADC

<i>Period</i>	May 1997 – July 1997
<i>Location</i>	Vienna, Austria
<i>Company</i>	TBW - Technical Consultancy for Land and Water Use
<i>Position</i>	Projectmanager
<i>Description</i>	<p>Project Development of a small hydropower plant in Uganda (Investigation of possible alternatives for an financing suitable to private economy, project volume approx. 10 Mio EURO, negotiations with interested partners;</p> <ul style="list-style-type: none"> • Preparation of a structure for a PSP – model: Private Sector Participation)
<i>Period</i>	February 1997
<i>Location</i>	Madagascar
<i>Company</i>	TBW
<i>Position</i>	Projectmanager
<i>Description</i>	Mission for preparation of projects.
<i>Period</i>	December 1996 - January 1997
<i>Location</i>	Liège/Belgium
<i>Company</i>	TBW - Technical Consultancy for Land and Water Use
<i>Position</i>	Project assistant
<i>Description</i>	<p>Study on the private sector participation for water supply companies in Haiti</p> <ul style="list-style-type: none"> • Performance Data collection and evaluation on selected water companies • Economic and technical feasibility study • Analysis of the socio-economic and institutional framework • Elaboration of <u>options for privatisation and management</u> of the water supply schemes • Proposal of an action plan for PSP Development
<i>Period</i>	November 1996 , April 1997, January 1998
<i>Location</i>	Vienna/Uganda
<i>Company</i>	TBW – Technical Consultancy for Land and Water Use
<i>Position</i>	Project manager
<i>Description</i>	<p>Water and Sanitation System for Kisoro town/UGANDA</p> <ul style="list-style-type: none"> • Advisor for institutional strengthening • Development of <u>options for private sector participation</u> • Foundation of an autonomous water company • Capacity building for technical and commercial fields • Elaboration of <u>performance targets and indicators</u> for the water utility • <u>Monitoring the performance</u> of the water company
<i>Period</i>	September 1996 – October 1996
<i>Location</i>	KENYA
<i>Company</i>	TBW – Technical Consultancy for Land and Water Use
<i>Position</i>	Project manager
<i>Description</i>	<p>Elaboration of a performance profile for a Kenyan NGO (KWAHO – Kenya Water for Health Organisation). The consultant provided assistance in launching a process of reforms in management and in developing new strategies.</p> <ul style="list-style-type: none"> • Evaluation of acceptance of KWAHO by the stakeholders and partners • Evaluation of input and <u>output performance data</u> • Evaluation of the management efficiency and transparency of the organisation • Analysing management weakness/strength (participative approach)

- Participative elaboration of vision, strategies and approach for the company

<i>Period</i>	January 1995 – March 2001
<i>Location</i>	Vienna, Austria
<i>Company</i>	TBW - Technical Consultancy for Land and Water Use
<i>Position</i>	Head of Department for International Consulting - water supply and sanitation)
<i>Description</i>	<ul style="list-style-type: none"> • Responsible for a team of 10 project managers with a yearly turn-over of approx. EURO 2 million. • Acquisition of consulting projects (strategies of acquisition, preparation of offers, contract negotiations). Focus Area: Africa, Latin America. Specialisation in Feasibility studies, institutional strengthening projects, water utility restructuring and privatisation.
<i>Period</i>	April 1993 – March 1994; short term missions 1995, 1998
<i>Location</i>	Burundi
<i>Company</i>	TBW – Technical Consultancy for Land and Water Use
<i>Position</i>	Project manager
<i>Description</i>	<p>National Master Plan for Water Resources Development Project Management (10 experts)</p> <ul style="list-style-type: none"> • Evaluation of <u>performance of all water companies</u>; • Setting up an <u>indicator system for performance evaluation</u> • <u>Data collection</u> regarding water consumption, resources, technical infrastructure, socio-economy, administration, user associations • Compilation of national inventory of springs and supply schemes • Elaboration of database and software for automatic computing of water resource balances • Elaboration of geographic information system (GIS) • Hydrological and hydrogeological study, demand study • Computation of water balances, • definition of priority measures, implementation of action plan • develop a <u>benchmarking system</u> • Development of a <u>water management and monitoring unit</u> within the Water Department, • <u>Train staff</u> of the unit in application of the information system, data collection, monitoring the performance of all regional water companies/organisations, coordinate all water activities on national level • Elaboration of <u>institutional proposals</u> for national water resources administration and water laws.
<i>Period</i>	September 1992 - March 1993
<i>Location</i>	Burundi, Austria
<i>Company</i>	TBW - Technical Consultancy for Land and Water Use
<i>Position</i>	Project manager
<i>Description</i>	<ul style="list-style-type: none"> • Design and preparation of tender documents for nine rural drinking water systems in Burundi

<i>Period</i>	June 1992 - August 1992
<i>Location</i>	Burundi
<i>Company</i>	<i>TBW - Technical Consultancy for Land and Water Use</i>
<i>Position</i>	Projectmanager
<i>Description</i>	Planning and design of a rural drinking water supply, wastewater disposal and wastewater treatment project in Rumonge town/Burundi.
<i>Period</i>	March 1992 - June 1992
<i>Location</i>	Burundi
<i>Company</i>	<i>TBW - Technical Consultancy for Land and Water Use</i>
<i>Position</i>	Project assistant
<i>Description</i>	Planning and Design of a rural access road in RUMONGE/BURUNDI
<i>Period</i>	April 1991 – March 1992
<i>Location</i>	Rwanda, Austria
<i>Company</i>	<i>TBW – Technical Consultancy for Land and Water Use</i>
<i>Position</i>	Project assistant
<i>Description</i>	<ul style="list-style-type: none"> • Development of a master plan on water resource management for the Republic of Rwanda, phase 2.
<i>Period</i>	August 1989 – November 1989
<i>Location</i>	Zambia/Africa
<i>Company</i>	<i>Institute for international co-operation</i>
<i>Position</i>	Dissertation and independent expert
<i>Description</i>	<ul style="list-style-type: none"> • Setting-up water user organisations • Evaluation of a shallow well programme • Study on drinking water supply, ground-water recharge and retention of discharge waters.
<i>Period</i>	1985 - 1989
<i>Location</i>	Austria
<i>Company</i>	DI Hitzfelder, Bundesamt für Bodenkultur, Donaukraft AG
<i>Position</i>	Trainee
<i>Description</i>	Design of water and sanitation projects

15. Others (e.g. publications)

- Holzmann F. (1996), "Gestion des Ressources en Eau au Burundi", contribution to the World Bank Seminar "Water Resources Management Workshop for Sub-Saharan African Countries" Nairobi, 1996
- Holzmann F. (1995), "The use of a geographical information system in a national master Plan for Water Resources Management - Case study of Burundi; contribution to the international Seminar "Water resources Policy and Assessment" in Addis Ababa- Ethiopia, 1995
- Lecture at the "Universität für Bodenkultur "- Series of lectures - " water resources management in tropical countries, (Vienna, 1995)
 - Masterplan of Burundi
 - Use of constructed wetlands in tropical countries, case study of a pilot project in Ruhengeri, Rwanda
- Holzmann F. (Vienna, 1990), "Groundwater recharge for improvement of water supply - case study of East-Zambia"
- Award for environmental studies in 1991