

CURRICULUM VITAE

Proposed position in the programme: Project Manager

1. **Family name:** Horn
2. **First names:** Kevin Richard
3. **Date of birth:** 29th March, 1962
4. **Nationality:** British
5. **Civil status:** Married
6. **Education:**

Institution	Leicester University
Date: from (month/year): to (month/year):	10/1981 7/1984
Degree(s) or Diploma(s) obtained:	BSc (Hons 2:1) in Engineering awarded July 1984
Institution	City University, London (part-time)
Date: from (month/year): to (month/year):	10/1990 7/1993, (thesis completed 3/1997)
Degree(s) or Diploma(s) obtained:	MSc Water Resources Engineering (with distinction) awarded May 1997

7. **Language skills:** (Mark 1 to 5 for competence) 5 = best
1 = worst

Language	Reading	Speaking	Writing
English	mother tongue		
French	4	3	3
Afrikaans	3	2	2
Albanian	3	3	1

8. **Membership of professional bodies:** Graduate Member of ICE & CIWEM

9. **Other skills:**

Main skills

- Water Supply and Wastewater Engineering
- Design / Supervision of Construction
- Programme / Project / Contract Management
- Institutional Strengthening
- Operational management
- Pollution & other incident management / avoidance
- Asset Management / Inspections
- Main-laying / repairs
- Reservoirs / Aqueducts
- Communications

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- Staff Management
- Planning
- Analysis / problem-solving
- Health & Safety
- Quality Management
- Experience with FIDIC Conditions of Contract
- Experience with CESMM3 (Civil Engineering Standard Method of Measurement, 3rd ed)
- Experience with all stages of tendering process
- Experience with International Finance Institutes (IFIS) procedures, including PRAG, the Practical Guide to Phare, ISPA and Sapard contract procedures

Achievements

- Planned, designed and supervised execution of € 4m of main laying work.
- Developed Quality Management system for operation of New River and reservoirs.
- Re-organised 48 staff to improve team ownership and pride, increasing productivity while reducing costs.
- Project managed large cross-company team to deliver annual July Returns to Ofwat.
- Managed Bottled Water Project - initiated review to deliver project in a different way.
- Developed risk assessment methodology for 2800 pumping stations.
- Managed € 2.25m Fushe Kuqe Water Supply project, Albania.
- Tender evaluations for € 9m and € 25m design and construct “8 Towns” Water Treatment Project, FIDIC “Orange Book” FIDIC “Yellow Book”, Latvia.
- Engineer for construction supervision of € 0.7m Kombinat Emergency Water Supply Project, FIDIC “Red Book”, Albania.
- Project managed feasibility study, development of master plan, detailed design of € 1.75m emergency works, production of tender documents (“Red Book”) and technical assistance during construction for Kamza Emergency Water Supply Project, Albania.
- Appraisal of € 14m Hodeidah Sanitation Project, Yemen.
- Acted as Independent Observer of Tender Evaluation Committee on behalf of EC Delegation for € 2.67m works contract (“new Red Book”) in Rakvere, Estonia.
- Project Manager for € 2.4m “Institutional Development of Water Utilities Kosovo – Central and Northern Areas” Project, Kosovo.

Training courses

- An Introduction to Management (MD1X)
- Managing People (MD2X)
- Managing Work (MD3X)
- Managing Money (MD4X)
- Managing Operational Safety
- Reservoir Supervision
- Personal Power & Communication
- Media Telephone Training
- Improving Influencing Skills
- Confined Spaces Authorised Person
- NVQ Assessor
- First Aid at Work
- FIDIC

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Computer literacy

MSoftware 2000 and predecessors (Word, Excel, Powerpoint, MS Project, Outlook Express)
Epanet 2, Filemaker Pro, Lotus Notes, MIKE 11, Radcom, Customer Information System
(bespoke programme for TW)

10. **Present position:** Project Manager

11. **Years within the firm:** since Dec 2002

12. **Key qualifications:**

- Over 17 years of post-graduate professional experience in the water sector
- Considerable experience with FIDIC Conditions of Contract, including advanced FIDIC Training Course (London, 2000).
- Experience with International Finance Institutes (IFIS) procedures, including PHARE / ISPA procedures, OPEC Development Fund (based on World Bank)
- Experience with tender evaluation for works contracts in the urban water / sewerage sector on the basis of PHARE procedures. In particular, experience with DIS / PRAG procedures from assignment as voting member of the evaluation committee on behalf of the European Commission in October / November 2000 and in November 2002 for large water sector projects in Latvia.
- Experience with preparation of an ISPA funding application for a large wastewater project in the Š'ala Region of Slovakia in October 2002.
- Experience in Eastern Europe in the water sector, in particular in PHARE / ISPA countries.
- English as mother tongue.

Further qualifications:

- Extensive experience in the management and operation of water utilities
- Development of capital programmes and budgeting
- Expertise in strategic planning of water sector programmes
- Coordination and cooperation with several international donor agencies
- Trainer for water / sanitation staff
- Specialist knowledge of UK Water Industry regulation, organisational learning and levels of service management and reporting
- Trained as a "Reservoir Surveillance Engineer"

13. **Specific Countries Experience:**

Central and Eastern European countries (non EU):

Country	Date: from (month/year) to (month/year)
Albania	December 1999 – November 2002
Estonia	September 2002
Kosovo	July 2001, December 2002 to date
Latvia	October – November 2000, November 2002
Lithuania	January – November 2002
Macedonia	February 2000
Slovakia	September 1996, October 2002

13.2 **Other countries:**

Country	Date: from (month/year) to (month/year)
Swaziland	1982
UK	1985 – 1999
Yemen	September 2001

14. Professional Experience Record:

Date	12/2002 – date
Location	Kosovo
Company	Bristol Water Services Limited
Position	Project Manager
Description	<p>Institutional Development of 12 water and wastewater utilities in central and northern Kosovo. Project delivers assistance in 3 main areas:</p> <ul style="list-style-type: none"> ➤ Institutional – restructuring of the sector, includes unbundling of water and wastewater units from municipality-based multi-functional utilities and consolidating into regional water and wastewater companies; ➤ Financial – includes implementation of new computerised accounting and billing systems, developing budgeting capability of the utility staff and ultimately, the capacity to do their own business planning; ➤ Technical – includes: <ul style="list-style-type: none"> • setting up, equipping and training of leakage detection teams; • operational efficiency improvements; and • introduction of GIS to form the basis for development of comprehensive management information systems
Date	9/2000 – 11/2002
Location	Albania
Company	iC Consulente
Position	Regional Manager, Senior Water & Sanitation Expert
Description	<p>Development and implementation of water sector projects, expert on operation and management of Water Utilities</p> <ul style="list-style-type: none"> ➤ Regional Manager for Albania, Macedonia, Montenegro & Kosovo ➤ Lead Institutional Expert & Resident Team Leader for Vlora & Gjirokaster Institutional Strengthening Project, Albania ➤ Lead engineer on Kamza Emergency Water Supply Project, Albania ➤ Engineer under FIDIC “Red Book” for Kombinat Emergency Water Supply Project, Albania ➤ Worked on several projects elsewhere in Eastern Europe, particularly in the Baltic states
Date	11/2002
Location	Latvia
Company	iC Consulente
Position	Evaluation Committee Member for Riga Water
Description	<p>Member of tender evaluation committee for “Extension of Centralised Wastewater Collection System, Construction of Gravity Sewer Main and Extension of Zakumuiža Wellfield” Project”, tender for FIDIC “Yellow Book” design and construct contract funded by the EU ISPA programme</p>
Date	1/2002 – 11/2002
Location	Lithuania

Company	iC Consulenten
Position	Team Leader for Anykšćiai Water and Wastewater Project
Description	Detailed master-planning and approvals; detailed design, specifications, and bills of quantities for 45 km of water mains and sewers, and 5 new & 2 rehabilitated pumping stations in Anykšćiai. Project was completed and final report delivered before taking up new appointment in Kosovo
Date	10/2002
Location	Slovakia
Company	iC Consulenten
Position	Procurement Expert
Description	Provided back-stopping support to enable completion of application for IPSA funding for a large wastewater project in the Šćala Region
Date	9/2002
Location	Estonia
Company	iC Consulenten
Position	Independent Observer of Tender Evaluation Committee on behalf of the EC Delegation
Description	Provided advice to the Chairman and the Committee so as to ensure that relevant procedures were followed and the most economically advantageous tenderer was selected. Also advised the Head of the Delegation as to the suitability of the Evaluation Report for endorsement
Date	9/2001
Location	Yemen
Company	iC Consulenten
Position	Senior Sanitation Expert for OPEC Development Fund
Description	Appraisal of “Hodeidah Sanitation Project” comprising replacement of 15 km of main sewers and complete rehabilitation of 3 pumping stations
Date	10/2000 - 11/2000
Location	Latvia
Company	iC Consulenten
Position	Evaluation Committee Member for European Commission
Description	Member of tender evaluation committee for “Latvia - 3 & 5 Towns Project”, tender for FIDIC “Orange Book” design and construct contract for iron removal plants, considering Phare DIS and NEFCO procedures
Date	12/1999 - 9/2000
Location	Albania (and conference in Macedonia)
Company	International Rescue Committee
Position	Water & Sanitation Co-ordinator
Description	<ul style="list-style-type: none"> ➤ Responsible for strategic direction and technical oversight of IRC's water and sanitation programme within Albania, including € 2.25 m Fushe Kuqe Water Supply project ➤ Attended Regional Conference in Skopje to share experiences with colleagues in Macedonia and Kosovo ➤ Responsibilities included: <ul style="list-style-type: none"> • development and implementation of water / sanitation programme in accordance with assessed needs, integrated with other IRC sectors • donor liaison and preparation of project or programme proposals to secure funding

	<ul style="list-style-type: none"> • co-ordination and collaboration with relevant government bodies, UN and other NGOs to ensure the most feasible water / sanitation projects within the local context • establishing appropriate systems to monitor and evaluate programmes to track service delivery • Provision of technical advice and support to field office staff to implement water / sanitation projects • management and leadership of a team of water / sanitation staff involved with the programme • conducting relevant training for selected expatriate and national water / sanitation staff and providing on-going monitoring as required <p>➤ Also chaired bi-weekly All-NGO Water & Sanitation Co-ordination meetings, focused on strategic issues for the sector</p>
Date	9/1998 - 7/1999
Location	UK
Company	Thames Water Utilities Ltd
Position	Risk Analyst
Description	<p>➤ Responsible for supporting and developing the new “Incident Avoidance Process”, encompassing:-</p> <ul style="list-style-type: none"> • development of risk assessment tools for some 2800 pumping stations and 350 sewage treatment works • analysis and investigation of incidents • identification of actions and propagation of learning points • recommending improvements in communications and operating procedures • driving development of the IT systems used to manage the process <p>➤ Identified the appropriate manager to own the recommendations and persuaded them to implement the them</p> <p>➤ Additionally appointed as a Reservoir Surveillance Engineer in February 1999, responsible for regular inspection of 6 non-statutory reservoirs</p>
Date	3/1997 - 9/1998
Location	UK
Company	Thames Water Utilities Ltd
Position	Event Support Co-ordinator
Description	<p>➤ Part of the founding team in the new 24-hour Event Support Centre, which acted as a focal point for communications, briefed the business with details of on-going events and background risk issues</p> <p>➤ Identified key contacts and built up working relationships prior to starting “live” operations</p> <p>➤ Significant contribution to development of Event Support Centre and its operational procedures</p> <p>➤ Monitored risk indicators from across the business</p> <p>➤ Supported “Event Controllers” during incidents and identified learning points</p> <p>➤ Support provided included: -</p> <ul style="list-style-type: none"> • Advice & Guidance • Mobilisation of Resources • Information accessed from various IT systems or from people in the field <p>➤ Also Project Manager for € 0.8m scheme to procure, install and commission a bottling plant and develop the logistic capability to deploy bottled water to customers</p>

	<ul style="list-style-type: none"> ➤ After detailed development work, concluded that the plant would be uneconomic to operate ➤ Reviewed options and struck a better deal with a commercial supplier ➤ Deployment process was implemented whilst plant option “parked” with tender documents drawn up and planning permission applied for
Date	11/1993 - 3/1997
Location	UK (and study tour to Slovakia)
Company	Thames Water Utilities Ltd
Position	Business Analyst (Regulation)
Description	<ul style="list-style-type: none"> ➤ Responsible for tracking, advising and reporting on the company’s dealings with the Office of Water Services (Ofwat) ➤ Specialised in performance indicators, particularly “DG2” (mains water pressure), “DG3” (supply interruptions) and “DG5” (sewer flooding) ➤ Carried out a series of internal audits which led to improvements both in performance and the company’s methodologies ➤ Project managed a large cross-company team in order to produce the “July Return”, the externally audited annual report to Ofwat, against tight external deadlines ➤ Supported monthly meetings of a small committee of directors, and represented the company at public meetings of the Ofwat Customer Services Committee ➤ Helped develop company’s “asset strategy” for water resources after Periodic Review of price limits in 1994 ➤ 2 month sabbatical to progress MSc thesis in 1996 included study tour to Water Research Institute, Bratislava
Date	6/1989 - 10/1993
Location	UK
Company	Thames Water Authority / Thames Water Utilities Ltd
Position	New River Engineer
Description	<ul style="list-style-type: none"> ➤ Operations Manager for 38km water supply aqueduct (the New River) and 4 associated statutory reservoirs, delivering up to 180 Ml/day of raw water to treatment works ➤ Managed expenditure within annual budgets of € 3.2m including € 0.8m directly managed capital works ➤ Line management responsibility for 48 people - re-organised to facilitate team ownership and pride, improving performance whilst reducing the transport budget by 20% ➤ Liaised with customers, implemented Health & Safety policies and the developed a Quality Management system for day-to-day operations ➤ Carried out inspection of bridges, tunnels, reservoirs and embankments ➤ Regular emergency stand-by duty involved monitoring and control of water levels and flows out of hours and dealing with all incidents including leaks, pollution, vandalism, blockages & occasional embankment failures ➤ Worked closely with Consultants on a number of studies, influencing the outcome ➤ Responsible for operational aspects of capital schemes including Enfield-Haringey Artificial Recharge Scheme, the commissioning of a new raw water transfer tunnel and the decommissioning of Stoke Newington Water Treatment Works ➤ First manager in the Lee Valley area to get employee side agreement to the new

	terms, conditions and working patterns brought in by a company-wide initiative, reducing staff requirement to 37
Date	2/1987- 6/1989
Location	UK
Company	Thames Water Authority
Position	Temporary Graduate Engineer
Description	<ul style="list-style-type: none"> ➤ Planned, designed and supervised trunk main-laying and diversion works in the Royal Docks Area ➤ Over € 4m of work completed (with outline designs and estimates for a further € 5m) ➤ Liased extensively with consultants, contractors, other statutory undertakers, the London Borough of Newham and the London Docklands Development Corporation ➤ Represented the Authority on the Department of Transport's A13 Traffic Management Committee ➤ Assisted with burst main and leakage repairs, prepared plans and estimates for mains diversions for other major road schemes, including North Circular Road Widening and Hackney to M11 Link Road, London ➤ Survey of and supervision of repairs to Woodford Service Reservoir ➤ Supervised construction of car park for new depot at East Ham Pumping Station
Date	3/1986 - 2/1987
Location	UK
Company	Thames Water Authority
Position	Temporary Technical Assistant
Description	<ul style="list-style-type: none"> ➤ Worked on hydraulic analysis of London's water distribution network, involving information gathering, preparation of contract documentation, determination of optimum locations for and supervision of construction of flow meter pits and assisting consultants with field testing
Date	1985
Location	UK
Company	Blue Arrow Extrastaff Agency
Position	Site Engineer (Temporary)
Description	<ul style="list-style-type: none"> ➤ Setting out car parks, access roads, drainage and landscaping works for a new development scheme
Date	1982
Location	Swaziland
Company	Levendis, Sharland & Partners
Position	Draughtsman/Detailer
Description	<ul style="list-style-type: none"> ➤ Reinforced concrete and structural steelwork detailing, general arrangement drawing, bending schedules and cut-and-fill calculations

15. Other: None