

CURRICULUM VITAE

Proposed Position: Senior Utility Economist or
Senior Organisation/Management Expert

Name of Firm: AQUA PRO

Name of Staff: Peter Karsten **PETERSEN**

Profession: Engineering Economist

Date of Birth: January 11th, 1936

Years with Firm: N/A **Nationality:** German

Membership of professional bodies none

Detailed Tasks Assigned:

Key qualifications

- revenue and efficiency improvement of water utilities in developing countries
- institutional restructuring, corporatisation and organisation development of water utilities implementation and management of accounting systems
- management accounts \ financial statements
- cost accounting
- budgets and financial forecasts
- personnel management
- commercial/financial management training/seminars/workshops

Education:

Institution	Technical University Karlsruhe, Germany, Economics and Engineering, Commercial / Financial Management
Date: from - to	1957 - 1960
Degree or Diploma obtained	Examination A - B

Institution	Apprenticeship with a Chartered Accounting Firm in Hamburg, Germany
Date: from – to	1955 – 1957
Degree or Diploma obtained	Examination before Chamber of Commerce (A with distinction)

Institution	High School in Hamburg, Germany
Date: from - to	1948 - 1955
Degree or Diploma obtained	Abitur A Level

Employment / Experience Record:

Date: from - to	July 2002 to date
Location	Austria/Germany
Company	Freelance consultant
Position	Commercial Management Expert
Description	Assisting German/Austrian Consultancy Firms in the elaboration of technical proposals for water projects in Albania, Usbekistan, Mazedonia, Afganistan and Zambia with emphasis on institution building and the improvement of financial sustainability.

Date: from - to	April/June 2002
Location	Austria
Company	Freelance consultant
Position	Commercial Management Expert
Description	Tigray Water Resources Development, Mines and Energy Bureau Mekele, Tigray Province, Ethiopia; funded by GTZ

Date: from - to	June/July 2001
Location	Austria
Company	Linz AG / LINZ SERVICE GMBH (former SBL-Stadtbetriebe Linz GmbH)
Position	Freelance Consultant
Description	Responsible for Acquisition and Development of International Water Projects (Management Contracts, Lease Contracts).

Date: from - to	March - MAY 2001
Location	Abuja, Nigeria
Company	Freelance Consultant for Bureau of Public Enterprises
Position	Commercial Management Expert
Description	Due diligence assessment of the commercial operations of NIGERDOCK, a parastatal involved in ship-repair/building and offshore construction, located at Snake Island, Lagos in preparation of its privatisation. This project was funded by the World Bank.

Date: from - to	January - February 2001
Location	Germany / Egypt
Company	Freelance Consultant for Gauff Engineers and BIWATER
Position	Commercial / Financial Advisor
Description	Joint-Venture between H.P. Gauff Ingenieure, Frankfurt and BIWATER, London Assisting the Joint-Venture with the preparation of a proposal for a KFW funded water project in Kafre el Sheikh , Egypt as the proposed Project Manager. This assignment included a site visit of the Kafre el Sheikh water operations and contract negotiations with

	BIWATER in London.
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Date: from - to	April 1999 – December 2001 (intermittent)
Location	Kaduna, Nigeria
Company	Freelance Consultant for Kaduna State Water Board (KSWB) – Binin Gwari District
Position	Commercial / Financial Advisor
Description	<p>Advising KSWB on the improvement of the commercial performance of the Birnin Gwari water operations with the objective to make them financially self sustainable.</p> <p>Performance at the end of the Project:</p> <ul style="list-style-type: none"> • Billing Efficiency 65% • Collection Efficiency 85% <p>This Project was funded by the German KFW.</p>

Date: from - to	Februar - July 2000
Location	Abuja, Nigeria
Company	Freelance Consultant, Co-ordinating Consultancy Services for State Water Agencies Institutional Development Programme Federal Ministry of Water Resources (FMWR)
Position	Project Manager and Financial Management Expert
Description	<p>Advising the FMWR Project Management Unit on the monitoring and evaluation of Institutional Development Consultancies (technical and financial) at the 37 State Water Agencies in Nigeria.</p> <p>This Project was part of the nation-wide National Water Rehabilitation Project funded by the World Bank.</p>

Date: from - to	December 1997– March 1999
Location	Kampala, Uganda
Company	Freelance Consultant for Gauff Engineers and NWSC
Position	Commercial Director / Programme Director
Description	<p>Management of the Kampala water operations under a management contract between H.P. Gauff Engineers and NWSC.</p> <p>The objective of KRIP was the improvement of the financial situation of NWSC in general and the following targets in particular:</p> <ul style="list-style-type: none"> • Improvement of billing efficiency • Improvement of collection efficiency • Replacement of un-metered by metered water connections • Implementation of a new billing/debtors system • Conversion of illegal into legal water connections. <p>The objectives of the Project included the elaboration of a new disconnection/reconnection policy, the reorganisation of meter reading activities by newly defined geographical zones and a tariff review. KRIP operated within the legal entity of NWSC and employed some 300 seconded NWSC staff.</p> <p>The project was not donor-funded. The management fees due to H.P. Gauff Engineers were paid from improved revenues of NWSC.</p>

Date: from - to	May - June 1997
Location	Addis Ababa, Ethiopia
Company	Freelance Consultant for Oromia Water, Mineral & Energy Resources

	Development Bureau (OWMERDB)
Position	STE Finance and Accounting
Description	Assisting the Water Bureau of the Oromia Region in the elaboration and introduction of cost covering water tariffs in the rural areas. Elaboration of the definition and determination of cost coverage based on cash accounting. Revision of the old Bureau guidelines regarding water tariffs and the formation and operations of rural water committees. This assignment was part of a German foreign aid financed GTZ project: improvement of the water supply systems in the rural areas of the Oromia Region of Ethiopia.

Date: from - to	March 1997
Location	Wladimir, Russia
Company	Freelance Consultant for Glass Industry in the Oblast Wladimir
Position	STE Financial Controlling
Description	Conducting a four days seminar "Financial Management" for all glass factories in the Oblast Wladimir. Workshops and individual consultancy at three selected glass factories with the task: elaboration and implementation of selected computer supported financial control systems (contribution costing and liquidity planning). This assignment was part of a KFW project: improvement of the performance of selected glass factories in the Oblast Wladimir in view of a free market economy.

Date: from - to	July - October 1996
Location	Sarajevo, Bosnia and Herzegovina
Company	Freelance Consultant for Project Coordination Unit (PCU) / Ministry of Finance
Position	Senior SME Adviser
Description	Financial Management Training of SMEs and PCU staff. Elaboration of a Business Plan using MS Word and MS Excel as part of Loan Application documentation. This assignment was part of a World Bank / GTZ Emergency Recovery Project (ERP) for Bosnia and Herzegovina.

Date: from - to	July - September 1995
Location	Ulaanbaatar, Mongolia
Company	Freelance Consultant for Mongolian Business Development Center (MBDC)
Position	Senior Financial Adviser
Description	Financial Management Training and advising SMEs on financial matters. Elaboration of an Investment Policy for a Mongolian Investment Bank. This assignment was part of an EU financed TACIS Project .

Date: from - to	November – December 1994
Location	Tarnow, Poland
Company	Freelance Consultant for Zaklady Mechanize Tarnow
Position	Senior Financial Adviser
Description	Advising the Board of Directors of a large weapon manufacturing plant

	on financial and cost accounting problems on the basis of a free market economy. This Conversion Project was financed by the German KFW.
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Date: from - to	1992 – 1994
Location	Chipata, Zambia
Company	Freelance Consultant for Chipata Municipal Council (CMC)
Position	Commercial Expert
Description	<p>Assisting the Municipal Council of Chipata (capital of the Eastern Province of Zambia) in setting up and running a commercially operating water company in Chipata.</p> <p>While the technical staff (water plants and network operators) was taken over by the newly formed Chipata Water and Sewerage Company Ltd. (CWSC) from the Municipal Council, the assignment included the following activities:</p> <ul style="list-style-type: none"> • setting up, staffing and managing the following departments: <ul style="list-style-type: none"> - accounts - credit control - billing - administration • training of the newly employed staff (including the production of staff training manuals) • elaboration of a water tariff which had to cover operating cost and ensure liquidity • elaboration of budgets to control cost and allow timely tariff adjustments • elaboration of a water disconnection policy as a means of credit control • computerisation of the water billing system and debtors accounts. <p>For one year he acted as Commercial Manager and Director on the Board of the CWSC and as Commercial Adviser thereafter. This assignment was part of a KFW funded pilot project: commercialisation of the water operations of a medium size town in Zambia.</p>

Date: from - to	1991 - 1992
Location	Maseru, Lesotho
Company	Freelance Consultant for Lesotho National Development Corporation (LNDC)
Position	Investment Counsellor
Description	<p>Advising LNDC on equity, loan and real estate investments including project appraisal, implementation and monitoring. General counselling at LNDC as a member of the Senior Management Committee. This assignment was funded by KFW in connection with the financing of an Industrial Estate Project.</p>

Date: from - to	1990 - 1991
Location	Maseru, Lesotho

Company	Freelance Consultant for Lesotho Highlands Development Authority (LHDA)
Position	Capital Finance Adviser / Head Commercial Finance – Treasury Division
Description	Implementation of the Lesotho Highlands Water Project under a treaty between Lesotho and the Republic of South Africa. Raising and managing multi-option finance facilities for the largest water scheme in Africa from commercial banks and other financial institutions in Southern Africa, Europe and USA - including the World Bank, EEC, DBSA and Export Credit Agencies.

Date: from - to	1987 - 1989
Location	Mbabane, Swaziland
Company	Freelance Consultant for Swaziland Industrial Development Company Ltd. (SIDC) (a joint venture of IFC, DEG, FMO, CDC, two banks and the Government of Swaziland)
Position	Financial Controller and Company Secretary
Description	Implementation and management of the Accounts and Investment Monitoring Departments, securing finance for investments in equity, loans and real estate and implementation of a complex shareholders agreement.

Date: from - to	1985 - 1987
Location	Mbabane, Swaziland
Company	Freelance Consultant for National Industrial Development Corporation of Swaziland (NIDCS)
Position	Assistant General Manager
Description	Management of administration, accounts, finance and investments of NIDCS, a parastatal under the Ministry of Trade and Industry.

Date: from - to	1982 - 1984
Location	Lagos, Nigeria
Company	Heinrich Hirdes (Nig.) Ltd. (a subsidiary of Strabag Bau AG, Germany)
Position	Commercial Manager
Description	Establishment of a company in Nigeria with 60% Nigerian participation. Management of the Nigerian head office and up-country river dredging sites using temporarily imported dredging equipment

Date: from - to	1980 - 1982
Location	Lagos, Nigeria
Company	Western Steel Works Ltd.
Position	Financial Controller
Description	Financial management of the company involved in manufacturing of wire mesh, iron rods and other steel products for the construction industry.

Date: from - to	1972 - 1979
Location	Brussels, Belgium

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Company	Hercules Europe SA. (European Head Office of Hercules Inc., USA)
Position	Financial Manager Europe
Description	– Co-ordination of the financial operations of 20 Hercules subsidiaries in Western Europe. Reporting to the Corporate Treasurer, USA.
Date: from - to	1971 - 1972
Location	Teheran, Iran
Company	Iran Merk AG
Position	Financial Controller
Description	– Reorganisation and management of the Finance and Accounts Department and implementation of a cost accounting system.

Date: from - to	1968 - 1971
Location	Hamburg, Germany
Company	Ludwig Wuensche & Co.
Position	Manager Finance and Personnel
Description	Reorganisation of the Personnel , Finance and Accounts Departments of a large import/export business.

Date: from - to	1966 - 1968
Location	Hamburg, Germany
Company	German Branch of GEC, England
Position	Managing Director
Description	General management of the German branch of the English General Electric Company - importation and sale of electrical appliances and lamps.

Date: from - to	1963 - 1966
Location	Lagos, Nigeria
Company	Coutinho, Caro & Co. (Nig.) Ltd.
Position	Financial Controller
Description	Management of the Finance and Accounts Department of the Nigerian subsidiary of one of the largest German export companies. Importation of steel products and sale, construction of turn-key industries in Nigeria.

Date: from - to	1960 - 1963
Location	Hamburg, Germany
Company	Netheler & Hinz Eppendorf Geraetebau GmbH
Position	Financial Controller
Description	Reorganisation and management of the Accounts department including the introduction of a cost accounting system of a medium size company involved in the manufacturing of medical research equipment.

Central and Eastern European Country Experience:

Country	Date: from (month/year) to (month/year)
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Russia	March 1997
Bosnia and Herzegovina	July / October 1996
Poland	November / December 1994

Other Country Experience:

Country	Date: from (month/year) to (month/year)
Nigeria	March / May 2001 and April 1999 / Dec. 2000 (intermittent) and 1980 – 1984 and 1963 - 1966
Uganda	December 1997 / March 1999
Ethiopia	May / June 1997
Mongolia	July / September 1995
Zambia	1992 - 1994
Lesotho	1990 - 1992
Swaziland	1985 - 1989
Iran	1971 - 1972
UK	1966 – 1968
Belgium	1972 – 1979

Languages: (Mark 1 to 5 for competence)

5 = best
1 = worst

	Reading	Speaking	Writing
German	Mother Language		
English	5	5	5
French	3	3	2
Farsi	3	3	2