

SHAKEB AFSAH

Performance Monitoring and Public Disclosure Specialist

Summary:

Mr. Afsah specializes in instituting environmental transparency initiatives in public and private organizations. His fields of expertise include performance monitoring and evaluation, public disclosure, environmental ratings, baseline analysis, benchmarking and policy research. His work supports the policy goals of public participation, governance and accountability.

He has advised governments in Asia and Latin America on environmental policy reform aimed at modernizing command and control systems, and introducing disclosure and performance-based initiatives. During his six years at the World Bank, he was invited by the Ministers of Environment in Indonesia and the Philippines to be their Resident Advisor and to lead the implementation of their national public disclosure programs.

He developed the implementation system of the globally acclaimed Indonesian environmental ratings and disclosure program called PROPER. His work on PROPER has become a global model for environmental monitoring and performance measurement. His work on public information and environmental ratings served as the foundation for a leading World Bank publication, *Greening Industry: New Roles for Communities, Markets, and Governments* in 2001. Most recently, Mr. Afsah's work featured in the World Resources Institute's *World Resources: 2002-04*. In 1998, Mr. Afsah's work on financial crisis and environmental impacts was cited in *Far Eastern Economic Review*, and his findings on the relationship between macro-policies and environment have influenced the environmental policy strategies in many developing countries.

Mr. Afsah has played a key advisory role in various national regulatory reform programs in the water and electricity sectors. As part of a privatization strategy funded through the World Bank and the International Finance Corporation, he designed the public performance audit system for the water supply and sanitation services in Manila. Most recently, he established a benchmarking program for the Electricity Agency in Egypt as part of the national energy sector reform effort and conducted the first national baseline analysis for generation, transmission and distribution companies.

He has developed various computer-based systems for measuring and monitoring environmental and social performance, and conducting baseline analysis. He holds a US patent on a methodology for measuring environmental performance. His research and project experience includes rainforest conservation in the Brazilian Amazon, and projects in Thailand, India, Indonesia, Philippines, Korea, Mexico, Colombia and Brazil.

Education:

Master of Public Policy (MPP), Kennedy School of Government, Harvard University, Cambridge, Massachusetts, 1991.

Bachelor of Technology (BTech.), Indian Institute of Technology, New Delhi, India, 1985.

Experience Record:

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| 2002-present | <i>President and CEO</i> , Performeks, Bethesda, MD, USA |
| 2000-2002 | <i>Vice President</i> , International Resources Group, Ltd., Washington DC. |
| 1997-2000 | <i>Senior Manager</i> , International Resources Group, Ltd., Washington DC. |
| 1991-1997 | World Bank, Washington DC. |
| 1991 | <i>Teaching Fellow</i> , Harvard Institute for International Development, Cambridge, Massachusetts. |
| 1985-1989 | <i>Design Engineer</i> , Society for Development Alternatives, New Delhi, India. |

Fields of Specialization/Selected Projects:

- **Environmental Ratings and Public Disclosure:** In 1994-95, as an Advisor to the Minister of Environment and the Deputy for Pollution Control in the Indonesian Environmental Agency he led the effort of the government to introduce a program of environmental ratings and public disclosure. Mr. Afsah established a comprehensive environmental management system in the agency including a computerized model to evaluate the compliance status and environmental ratings of polluters. He managed and trained a team of local staff to inspect and monitor, perform data analysis, and document legal enforcement of environmental regulations. As Senior Policy Advisor for USAID's regional environmental program in Asia (US-AEP), Mr. Afsah provided technical and implementation support to the Indonesian Government from 1997-98. The success of the Indonesian program prompted many Asian and South American countries to initiate similar environmental efforts. During 1996-97, Mr. Afsah served as Resident Advisor to the Department of Environment and Natural Resources for the Government of the Philippines. Through the effort led by Mr. Afsah, the Government of the Philippines launched a ratings program in April 1998. Through World Bank's support in 2003, Mr. Afsah was invited to restart the PROPER program in the post-financial crisis period. Mr. Afsah was part of the World Bank's team that started the policy dialogue with the governments of Mexico (1996), Brazil (1996) and Colombia (1996, 98) on the feasibility of introducing environmental programs based on public information. Similar guidance was provided to governments in Thailand and India.
- **Environmental Governance:** Using the principles of public participation, accountability and transparency, Mr. Afsah has developed environmental indicators and measurement system for evaluating governance quality of local environmental agencies. Through World Bank's support, Mr. Afsah is currently advising Indonesia's environmental agencies on their Good Environmental Governance program.
- **Climate Management:** Mr. Afsah instituted a benchmarking program for greenhouse gas reduction at Cement Manufacturer's Association in India. He developed indicators of energy efficiency and CO2 emissions developed inventory of technology and control systems, and computed sector-level baseline, averages and improvement trends. With the help of the climate management benchmarking system, it was possible for factories to identify benchmark values for energy efficiency, CO2 emissions and best-value technologies and control system. This benchmarking program improved the readiness of cement facilities in India to develop climate management programs as part of their

business strategy. Based on the success of this model, Mr. Afsah instituted a similar program at industry associations for fertilizer and pulp and paper.

Mr. Afsah currently serves as a baseline analysis and monitoring systems specialist for PCF for a cement sector project under CDM.

- **Electricity Sector Benchmarking:** As part of the overall national electricity sector reform program in Egypt, Mr. Afsah instituted a benchmarking program at the Egyptian Electric Utility and Consumer Protection Regulatory Agency. This management program enabled the government to generate their first comprehensive baseline performance report for all generation, transmission and distribution companies. This baseline analysis included indicator of operational efficiency, financial management, and reliability. He continues to serve as advisor to the Egyptian regulatory agency and is currently deploying a performance-based management system that will combine benchmarking with license management and tariff setting.
- **Industrial Pollution Charge Programs:** Mr. Afsah advised the Laguna Lake Development Authority (LLDA) in Manila in the design and implementation of the pollution charge system for industrial wastewater. His inputs included representing LLDA in negotiations and discussions with business groups on setting the fee rate, technical design of the management system for the evaluation of users fee, and development of a tracking system for the overall performance and impact analysis of the pollution charge program for Laguna Lake (1997).
- **Water Supply and Sanitation:** Developed a public performance audit system for Manila's privatized water concessions. As part of the World Bank's project, Mr. Afsah led the presentation of the conceptual framework to the Government of the Philippines and prospective concessionaires. He also provided inputs to the design of the concession agreement, specifically concerning monitoring and reporting protocols for the concessionaires and public disclosure of performance indicators. Mr. Afsah has also designed a computerized performance indicators system for water utilities (1997).
- **Environmental and Social Impact Assessment:** Under the USAID assistance to the Government of Nepal, Mr. Afsah is assisting the Electricity Development Center (EDC) to develop decision analysis tools for environmental and social assessments. His inputs also include support for strengthening the system of public participation through internet-based approaches, and implementing surveillance and monitoring system for sustainable management of the operational dams (1998-ongoing). Also, Mr. Afsah was part of the team that prepared the first annual report on environmental assessment of World Bank's projects. This report was instrumental in strengthening the World Bank's policy on incorporating environmental concerns in their projects (1992-93).
- **Corporate Environmental Management Consulting:** Provided consulting services to Global Environment Management Initiative (GEMI), a US based private sector association representing the leading multinational firms like Proctor and Gamble, DuPont, Duke Energy and others. As part of the assignment, he analyzed and prepared a report on economic impacts and environmental performance of multinational corporations in developing countries. He has also developed models of environmental management systems for private firms that lower pollution control costs, increase eco-efficiency, and assist in communications with external stakeholders through the internet and annual environmental reports (1998-ongoing).
- **Natural Resource Management:** Prepared a report on the economics and marketing of non-timber rainforest products from the Brazilian Amazon. This report combined quantitative analysis with the grassroots insights provided by rubber tappers through several in-depth interviews and field visits. Some of the findings of this report provided inputs in the G-7 funded rainforest conservation program in Brazil (1991-92)

Senior Advisory Positions:

- Jun-Aug 03 Resident Advisor, Minister of Environment, Government of Indonesia
- Nov 02-Apr 03 Benchmarking Advisor, Egyptian Electric Utility and Consumer Protection Regulatory Agency
- Jan-Sep 1997 Resident Advisor, Secretary of Environment, Government of the Philippines
- Jan-Aug 1995 Resident Advisor, Minister of Environment, Government of Indonesia
- Feb-Jun 1994 Resident Advisor, Minister of Environment, Government of Indonesia

Teaching and Research Experience:

- As a teaching fellow at *Harvard Institute for International Development (HIID)*, instructed senior public officials from developing countries in a course on cost-benefit analysis of public investments. The specific topics included methods to calculate shadow prices and risk analysis. He also has graduate-level teaching experience in microeconomics and econometrics (1990-91).
- Serve as visiting lecturer and researcher at the Department of Economics, University of Gothenburg, Sweden, (2000-present).
- Collaborate with researchers at Resources for the Future for papers and seminar presentations.

NGO Experience:

- As the design engineer at *Society for Development Alternatives, New Delhi*, worked on R&D for a variety of appropriate technologies, including high-speed handlooms, sun-dried mud-block making machines and efficient wood stoves. He also designed and managed village-based micro-enterprises development programs (1985-89).

Honors and Fellowships:

- Best Research Paper Award, International Resources Group, 2001
- Nominee, World Bank Group Award for Excellence, 1997
- Nominee, World Bank Group Award for Excellence, 1996
- Research Grant, Center for Population Studies, Harvard University, 1990-91
- Annual Award for Outstanding Results and Achievement, Society for Development Alternatives, New Delhi, 1988
- Highest University Score in Mathematics, Pre-Engineering, Punjab University, 1979-80

Patents

- Patent No.: US 6,509,730, "Method of Environmental Performance Measurement"

Research Papers, Policy Notes and Miscellaneous Reports:

See <http://performeks.com/publications/>

Conference/Seminar Presentations and Senior Level Meetings

- "Benchmarking and Baseline Performance Results for the Electricity Sector in Egypt", Presentation to the Minister of Energy and the Electricity Board, Government of Egypt, Cairo, 5-May-2003
- "Regulation through Information and Benchmarking", Workshop on Utility Management, Arab League, Cairo, April 2003
- "Measuring Environmental Performance", Conference on Strategies and Management Tools for Sustainable Development in Industry, USAEP, Taipei, February 2000
- "Informal Regulation in Developing Countries", Guest Lecture at Kennedy School of Government, Harvard University, February 2000
- "Dynamics of Public Disclosure Program", Seminar at the launching ceremony of **Greening Industry**, World Bank, Washington DC, November 1999
(<http://www.worldbank.org/nipr/greening/index.htm>)
- "Promoting Incentives for Public-Private Collaboration in Environmental Management", presented at the conference on Collaborating for Cost-Effective Pollution Management, World Bank, Washington DC, October 1998
- "Policy Innovations: Environmental Reporting and Public Disclosure", presented at the conference: Economic Recovery and Environmentally Sustainable Industry in Asia: Compatible Goals, Bangkok, July 1998
- "The Role of Environmental Ratings and Public Disclosure in Industrial Pollution Control", presented to the Governor of the Industrial Estate Authority of Thailand, Bangkok, July 1998
- "Application of Public Disclosure and Rating for Environmental Management", presented to the Minister of Environment, Government of Colombia, February 1998
- "Public Information as Environmental Policy Tool", invited seminar at the Resources for the Future, Washington DC, November, 1997
- "Industry Self-Monitoring and Disclosure" invited lecture for Asian government officials from Indonesia, Philippines, Hong Kong, and Bangladesh, Washington DC, November 1997
- "Launching of EcoWatch", led the technical briefing for the press on behalf of the Department of Environment and Natural Resources, Government of the Philippines, Press conference: Manila, April 1997
- "Putting Pressure on Polluters: Indonesia's PROPER Program", Asia Environmental Economics Policy Seminar, Bangkok, March 1997
- "Corporate Environmental Management: Reputation And Other Strategic Issues ", case study presented to the 2nd year MBA class at the Asian Institute of Management, Manila, December 1996
- "Public Performance Audit System for Water Supply and Sanitation Services", presentation to the board members of Metropolitan Waterworks and Sewerage System (MWSS), Manila, November 1996
- "New Models for Industrial Pollution Control", presented to the Minister of Environment, Government of Colombia, Bogota, October 1996

"Application of Pollution Charge and Public Information for Environmental management In Thailand", briefing to the Ministry of Finance, Government of Thailand, September 1995

"The Role of Public Information for Industrial Pollution Control", presentation to the Vietnamese Delegation on Science, Technology and Environment, World Bank, Washington DC, August 1995

"Launching of PROPER: Environmental Ratings Program", presentation to the Minister of Environment and his advisors, Government of Indonesia, June 1995

Patents

- Patent No.: US 6,509,730, "Method of Environmental Performance Measurement"

Media Coverage and Citations

- Public recognition of Mr. Afsah's achievements includes the following press releases and news reports:

1. Far Eastern Economic Review, July 1999
2. Manila Times, May 1997, <http://www.worldbank.org/nipr/ecowatch/ecowatch2.htm>
3. Manila Bulletin, 29 April, 1997
4. The Philippine Star, 29 April, 1997
5. Philippine Daily Inquirer, 29 April, 1997, <http://www.worldbank.org/nipr/ecowatch/ecowatch1.htm>
6. Pollution Prevention News, US-EPA, April-May 1997
7. World Bank Press Release, August 20, 1996, <http://www.worldbank.org/html/extdr/extme/97004s.htm>
8. The World Bank News, April 4, 1996, <http://www.worldbank.org/html/extdr/extcs/vbn0404.htm#15>
9. Kompas, 3 January, 1996, <http://www.kompas.com/9601/03/H03/proper.htm>
10. Asian Business, November, 1995

- Citations in Prominent Books and Reports

1. "Policy Instruments for Environmental and Natural Resource Management", Thomas Sterner, November 2002, RFF and World Bank
2. "Greening Industry", November 1999, World Bank
3. "SustainableBusiness.com", November 1999 <http://www.sustainablebusiness.com/html/insider/nov99/spotlight.cfm#8704>
4. "World Development Report", 1998, World Bank
5. "Five Years after Rio: Innovations in Environmental Policy", Environmentally Sustainable Development Studies and Monographs Series No. 18, World Bank, 1997
6. "Environmental Policy and Institutional Strengthening: Lessons Learnt", USAID Report under EPIQ, October 1997
7. "Environment and Natural Resource Economics", Prof. Thomas Tietenberg, 1998

Computer Applications and Information Products

1. Environmental Rating System for Industrial Enterprises
2. Energy Efficiency and CO2 Emissions Tracking System for Cement, Fertilizer and Pulp and Paper Industries
3. Performance Audit System for Public and Private Companies
4. Energy Management and Rating System for Power Utilities
5. Decision Support System for Environmental and Social Impact Assessment
6. Proposal and Project Management Systems

Country Experience

1. Brazil: 1992, 1993, 1996
2. Colombia: 1996, 1998
3. Egypt: 2001- present
4. India: 1985-89; 1993, 1998-present
5. Indonesia: 1993-present
6. Korea: 1993
7. Mexico: 1996
8. Philippines: 1994, 1995, 1996-97
9. Thailand: 1993, 1996, 1998-present

Personal Information

Date of Birth: 21 February, 1964

Marital Status: Married

Citizenship: Indian (Permanent Resident, USA)

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