

CURRICULUM VITAE

Proposed position: Financial Specialist – PPP Expert
Category: International Expert

1. **Family name:** LELEU
2. **First names:** Adrien
3. **Date of birth:** September 9, 1980
4. **Passport holder of:** France
5. **Place of residence:** France
6. **Education:**

Contact: leleu.adrien@wanadoo.fr ; adrien.leleu@cogite-sas.com

Institution [date from-to]	Degree(s) or Diploma(s) obtained:
Paris 1 Panthéon-Sorbonne University, Paris, France 2002	Master's degree in International Economics
International Development Studies and Research Centre (CERDI-CNRS), 2003	DESS postgraduate diploma in Development Economics and Project Analysis

7. Language skills: Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)

Language	Reading	Speaking	Writing
French (mother tongue)	1	1	1
English	1	1	1

8. Membership of professional bodies:

- Member of the International Consulting Economists' Association (ICEA) (<http://www.icea.co.uk/>)
- Member of the French association – Experts Solidaires (<http://experts-solidaires.org/>)
- Instructor at French High School “Ecole nationale des ponts et chaussées” (<http://www.enpc.fr/en>) and AgroParisTech (ENGREF)

9. Other skills: Software development. Microsoft Office. RetScreen and @Risk User

10. Present position: Financial Specialist – PPP Expert

11. Years within the firm:

12. Key qualifications:

- Worked in various countries in Africa (Algeria, Benin, Congo, Gabon, Liberia, Mauritania, Madagascar, Malawi, Senegal, Togo, Uganda, etc.), Asia (Bangladesh, Cambodia, China, Indonesia, Kirghizstan, Timor, etc.), Middle East (Jordan, Qatar), America (Canada, the United States), Caribbean (Guadeloupe, Haiti, Martinique) and Europe (France, Macedonia, Netherlands, Romania, Turkey, etc.).
- Economic and financial analysis of various projects in water and energy sector: spin off effects, NPV, EIRR, FIRR, Cost Benefits Ratio, Water and Energy pricing (including tariff studies), finance modelling. Performance of various economic and financial analyses for multiple donors: World Bank, Asian Development Bank, African Development Bank, French and Canadian Development Agency, European Bank for Reconstruction and Development. Performance of various economic and financial analyses for private clients.
- PPP transaction advisory and its financial modelling, including private sector participation and structured finance solutions to infrastructure public investments
- Water demand scenarios, forecasting and planning tools / information systems, socio-economic studies.
- Evaluation of projects in the water and energy sector for international donors. Thorough knowledge of donors' procedures. Ex-post evaluations of projects.
- Support to actions specifically dedicated to the development of water and renewable energy: project feasibility studies, technical assistance & technology transfer programmes.
- Development and implementation of policies, on behalf of national or local governments: priorities for medium term actions, investments and institutional strengthening.
- Water & Sanitation and Electric power expansion master plans; access to water, electricity.
- Identification of bankable projects, investment feasibility studies, assessment of financing schemes and technical assistance requirements. Capacity building of ministries.
- Management of multidisciplinary teams of up to 1 to 10 experts
- Proposal writing and submission from 0.5 K Euros up to 20 000 K Euros for EC, WB, ADB, etc. including various and large consortium of European and international partners.

13. Specific experience in the region: to be adjusted according the country

14. Professional experience

Date from-to	Location	Company & reference person ¹ (name & contact details)	Position	Description
Aug 2017- On going	Liberia	COGITE 20 boulevard Sébastopol - 75004 Paris François Bodet : francois.bodet@cogite-sas.com 33.4.68.60.71.00	PPP Expert	Public-private Partnerships environment and options for the Liberian Water Sector Main features: The Consultant has been engaged to provide technical assistance to the staff of the Liberian Water and Sewer Corporation under the Urban Water Supply and Sanitation Project. This project is funded by the African Development Bank (AfDB). The terms of reference explain that the objective of this assistance is to 'carry out staged rehabilitation of the water and sanitation infrastructures in the country, as well as undertake capacity building and institutional support, in terms of human resources and facilities improvements'. In the pursuit of this objective, the terms of reference require Egis Eau to determine the feasibility and desirability of involving the private sector. In charge of the PPP Design - Review the institutional and PPP framework, Development of 3 PPP approaches: (i) Bulk Treated Water Supply to Monrovia through a 'Rehabilitate and Operate' contract; (ii) Extension of Water Services in a district of Monrovia through a output-based PPP contract (classic Output based approach); (iii) Reduction of Non-Revenue Water in Monrovia through a performance-based contract
Aug 2017- On going	Jordan	COGITE 20 boulevard Sébastopol - 75004 Paris François Bodet : francois.bodet@cogite-sas.com 33.4.68.60.71.00	PPP Expert	Non-Revenue Water and Water Assess Management Program in Northern Governorate Jordan Main features: Jordan is one of the 10 poorest countries in the world in terms of water resources with available annual per capita water resources of only 120 - 145 m3, which is far below the internationally recognized water scarcity level of 500 m3. The main objective of this project is to assist the Ministry of Water and Irrigation (MWI) and more precisely Yarmouk Water Company (YWC) to product performance improvement activities and especially NRW reduction activities in the Northern Governorate over two pilot zones. In charge of the Performance Based Contract establishment
Dec 2016- Jan 2017	Romania	EGIS EAU-Rue de la Veille Poste- 34 000 Montpellier- Eric Buchet Keetelaar : 33.4.67.99.22.00 eric.buchet@egis.fr	Economist	Feasibility Study for alternative & complementary Technical Solutions of the Navigation Conditions on the Danube Main features: The main objective of the study is to assess the works that need to be executed in the critical point 01 Bala. The project deals with the improvement of the navigation conditions on the Danube between Călărași and Brăila (km 375 – km 175). In charge of the Cost Benefits Analysis according to EU Guideline standards
May 2016- July 2017	Ukraine	EGIS INTERNATIONAL-15 avenue du Ctre – 78280 Guyancourt – Arnaud De Rugy : 33.1.39.41.40.00 arnaud.de.rugy@egis.fr	Financial Specialist	Lutsk District Heating Project – Corporate Development Programme Main features: The district heating company "Lutskteplo", a municipal utility wholly-owned by the city of Lutsk, and the European Bank for Reconstruction and Development (EBRD) concluded a Loan Agreement for Ukraine – Lutsk District Heating project on October 24th, 2014. The project addresses priority investments aiming at improving energy efficiency as well as the Company's quality of district heating service provision, and also reducing losses incurred in the distribution networks. In charge of the financial components of the FOPIP report and of the financial model development
April 2017	France	French Development Agency (AFD) 5, rue Roland-Barthes – 75598 PARIS CEDEX 12 – Denis Desille :	PPP Expert	PPP Water Financing & Economics Main features: Introduction to PPP principles, international current various methodologies, regulation, PPP implementation in the water sector, performance contract, risk management.

¹ The Contracting Authority reserves the right to contact the reference persons. If you have any objection to this fact, kindly state so and provide a justification

Date from-to	Location	Company & reference person ¹ (name & contact details)	Position	Description
		+33.1.53.44.35.50 desilled@afd.fr		Trainer/instructor on financing of PPP in water sector
Jan 2016- June 2016	Nigeria	EGIS EAU-Rue de la Veille Poste- 34 000 Montpellier- Evelyn Jacquot Keetelaar : 33.4.67.99.22.00 evelyn.jacquot-keetelaar@egis.fr	Economist & Financial Expert	Feasibility Study Of Water Supply Projects In Ondo, Plateau And Enugu States Main features: The aim of this assignment is to assess the current water supply situation in the 3 concerned States and to set up the scope of the projects and supports required. The States of Ondo, Plateau and Enugu have requested financing by the French Development Agency of urban water supply projects and financing of appropriate supports and actions to improve their capacities. The anticipated AFD contribution for these 3 States, yet to be approved by the Ministry of Finance, is USD 150 million. Act as an economist and financial expert, Responsible for the financial and economic studies (CBA), Build the financial models
Aug 2015- April 2017	Macedonia	EGIS EAU-78, allée John Napier-CS 899017- Philippe Toussaint : 33.4.67.99.22.00 philippe.toussaint@egis.fr	Economist & Financial Expert	Study to Finance, Build & Operate a Wastewater Treatment Plant for Skopje Main project features : The major concern for the project is the definition of the best approach to finance, build and operate wastewater treatment facilities to serve not less than 600,000 inhabitants with the selection of the most adapted financing and technological scheme for implementing works. The objective of the study is to secure a high performance project, sustainable solutions to address wastewater treatment and sludge disposal issues all with limited operation and maintenance costs. Act as an economist and financial expert, Responsible for the financial and economic studies (CBA) according to the EU Guideline standards, Build the financial model for the choice among different PPP arrangements
May 2015- June 2017	Kirghizstan	EGIS EAU-78, allée John Napier-CS 899017- Marta Lazarska : 33.4.67.99.22.00 marta.lazarska@egis.fr	Financial Expert	Talas Water and Wastewater Project Main project features : The aim of the assignment is to supporting the Talas Water Company in the process of restructuring and commercialization, financed by EBRD. The ultimate aim is the creation of modern, well managed commercial enterprises providing good service to their customers through a (i) Corporate Development programme a (ii) Stakeholder Participation Programme. Act as a financial expert, conduct tariff study and recommend tariff policy, review billing collection, review financial statements, produce a financial model to check balance between revenues and costs, capacity building, training sessions to local staff, produce quarterly report and corporate development report.
Jan 2015- May 2015	Uganda	EGIS EAU-78, allée John Napier-CS 899017- Frederic Hayois : 33.4.67.99.22.00 frederic.hayois@egis.fr	Economist & Financial Expert	Design & Construction of Bushenyi Water Supply and Sanitation Project (financed by World Bank) Main project features: The aim of the Project is to improve water and sanitation services in Bushenyi-Ishaka Town and its peripheral settlements. The Specific Objectives of the Project are: (i) to ensure adequate and sustainable water provision for several towns for the next 20 years, (ii) to construct waste water conveyance and treatment systems (waste stabilisation ponds), (iii) to deploy appropriate technology for water supply and sanitation, and (iv) to deploy water provision and sewerage. Act as the economist & financial expert, perform the cost benefit analysis and financial analysis of the several options compared, prepare an economic and tariff model in view of the investment towards full cost recovery, including a cash flow forecast relying on the present water and wastewater tariff.
Nov 2014- On going	Timor-Leste	EGIS EAU-78, allée John Napier-CS 899017- Jean-Louis Carron : 33.4.67.99.22.00 jean-louis.carron@egis.fr	Project Director & Financial & PPP Expert	Dili Water Supply Public Private Partnership (PPP) Feasibility Study Main project features: The Government of Timor-Leste has a goal to provide all urban households with access to a safe and secure piped 24-hour water supply. Today only 36% of households in Dili are legally connected to the water supply system, and 22% of those households receive 24 hours of supply per day. This current low level of service is having a significant impact on community health and is constraining economic development. The

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				government recognizes that rapid and sustainable improvements in service delivery will require a combination of increased investment, reintroduction of water charges and substantial improvement in management, planning and operational systems. To address these challenges and need, the Government with ADB assistance. Act as the Project Director, Management of a team of 8 experts, Responsible for the financial and economic studies, Build the financial model for the choice among different PPP arrangements.
Aug 2014- Oct 2014	Liberia	EGIS EAU-78, allée John Napier-CS 899017- Stéphane Giraud : 33.4.67.99.22.00 baptiste.delbos@egis.fr	Financial Specialist	Rural Water Supply and Sanitation Programme Main project features: The Ministry of Public Works (MPW) has commissioned the National Rural Water, Sanitation and Hygiene Programme (NRWASHP) Development Study to determine the options for the provision of safe water, sanitation and hygiene services to rural areas of Liberia. The study is developing a coherent National Rural WASH Program by recommending and providing costs to ensure the long-term sustainability of water supply, sanitation and hygiene services and by enabling Government to prioritize works and to develop an investment program and implementation manual. Act as a financial specialist, Review the Investment Plan.
May 2014- Nov 2014	China	EGIS EAU-78, allée John Napier-CS 899017- Stéphane Giraud : 33.4.67.99.22.00 stephane.giraud@egis.fr AFD Beijing : ducreuxa@afd.fr	Project Director & Evaluation Specialist	Ex-post evaluation of the AFD Yichang Project Main project features: In the framework of its ex-post evaluation mechanism, Agence Française de Développement almost systematically evaluates all AFD-funded projects and programmes once they have been completed. The Yichang small hydraulic project is the second hydraulic project financed by AFD in China after a first project in the Wuxi County under the Chongqing municipality. Act as the Project Director, Responsible for the Evaluation process, Energy Economist expert
Jan to May 2014	Bangladesh	EGIS EAU-78, allée John Napier-CS 899017 - Stéphane Giraud : 33.4.67.99.22.00 yannick.hemon@egis.fr	Economist & Financial Specialist	Pre-feasibility of Saidabad WTP Phase-III Main project features: The project includes the construction of 450 MLD surface water treatment plant in the Saidabad West-East sector, of a primary transmission line from intake to the WTP and of main feeder lines from the WTP to the injection points of DWASA in the distribution system. The aim of the cost-benefit analysis (CBA) is to quantify the economic effects of such a project and to compare these benefits to the proposed project costs. The financial analysis has been performed according ADB procedures taking into account affordability and tariffing.
Apr to Jul 2014	France	EGIS EAU-78, allée John Napier-CS 899017 - Stéphane Giraud : 33.4.67.99.22.00 stephane.giraud@egis.fr	Economist & Financial Specialist	Ecological flow on Risle Aval – Supervision Main project features: The objective of the project is to assess environmental and economic impact of different scenario on the Risle river. The main uses at stake are the environmental flow, fish passes along the river, the hydroelectric energy production from the small hydro plants and the economic balance and sustainability. Calculate and assess the ROI of each hydroelectric sites.
May 2014- On going	Jordan	EGIS EAU-78, allée John Napier-CS 899017 Stéphane Giraud : 33.4.67.99.22.00 eric.buchet@egis.fr	Project Director & Financial Specialist	Technical support for reporting, monitoring and facilitation of supervision of the program - AFD energy sector policy program Main project features: Jordan is facing an energy sector crisis which has direct impacts on public finances and the overall economy. The Government of Jordan has adopted a proactive stance to address the challenges faced by the sector. AFD is willing to partner with Jordanian authorities to support the preparation and implementation of relevant energy sector policies, which shall also have short and medium term impacts on the fiscal and macroeconomic situations. The objective of the assignment is to facilitate program implementation by preparing the requested reporting and facilitating monitoring of the program by MOPIC and AFD.
Jan 2013- On going	Martinique Island	EGIS EAU - 78, allée John Napier CS 899017- Mélanie Couteau :	Project Director & Economist	Technical Assistance for INTEREG IV Geothermal Caribbean – Phase II Main project features: Dominica, Guyana, Saint-Barthélemy, Saint-Martin, Martinique and

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		+33.4.79.99.22.00 Mélanie.couteau@egis.fr		Guadeloupe work together in cooperation in order to develop geothermal resources. The only active geothermal power plant in the Caribbean area is located in Guadeloupe ("La Bouillante"). Cooperation aims at developing the Wotten Waven project in Dominica, find outlets for production, identify geothermal and others renewable energy projects linked with geothermal activities (for example, identification of Sea Water Air Conditioning projects). To this aim, EGIS provide the French Development Agency, the Region Guadeloupe and the Region Martinique with identification of geothermal projects in the Caribbean area, describe and analyze the state of geothermal energy in the Caribbean area, organize training sessions, capacity building actions, and participate in seminars organized in the Caribbean. Coordinate non-European partners and especially Dominica, Coordinate overall geothermal development program, Identify geothermal projects and others linked renewable projects in the Caribbean, Produce the state of geothermal energy in the Caribbean area, Technical assistance with other non-European partners, Provide and write technical terms of reference and proposals in the scope of geothermal projects, Technical and Economic analysis of projects
Jan to Sept 2013	French Polynesia	EGIS EAU - 78, allée John Napier CS 899017- Mélanie Couteau : +33.4.79.99.22.00 Mélanie.couteau@egis.fr	Project Director & Financial specialist	Technical Assistance to the French Ministry of Natural Resources in Polynesia Main project features: French Polynesia aims at developing renewable energies in order to achieve national objectives. Provide the French Ministry of Natural Resources with socio-economic studies, technical and economic aspects and review of the water-current turbine on the Atoll of Hao.
Jul to Oct 2013	France	EGIS EAU - 78, allée John Napier CS 899017- Mélanie Couteau : +33.4.79.99.22.00 Mélanie.couteau@egis.fr	Project Director & Economist	Offshore wind turbines park project of Noirmoutier Main project features: Technical assistance to a private company in order to write, describe and analyse the socio-economic environment where the offshore wind turbines will be built. The tasks were performed during the tendering process.
2012	Benin, Togo	AECOM Consultants Inc., Montreal, Quebec, Canada - Client: Communauté Électrique du Bénin Issam Soweif: +1.514.287.8500 Issam.soweif@aecom.com	Economist, Financial Analyst, Macro-economist	Economic analysis of Adjarala hydroelectric dam Main project features: Provide the CEB with demand forecast, economic, financial and macro-economic analyses of the new dam. Prepare development plan. Assess contribution to Millennium Development Goals achievement. Among socio-economic advantages, assess the benefits from agriculture crops and irrigation: 41 000 ha (rize, maiz, etc.). Population affected by the project: 5 000 people. Activities performed: Economic, financial and macro-economic evaluation taking into account affordability and tariffing.
2012	Kenya & Uganda	AECOM Consultants Inc. Client: Nile Basin Initiative Annie Dumas : +1.514.287.8500 Annie.dumas@aecom.com	Economist, Financial Analyst, Socio-economist	Multipurpose Reservoirs at Bulusambu and Maira in the Sio-Malaba-Malakisi Sub Basin Main project features: Provide the NBI with feasibility study for the small multipurpose reservoirs at Bulusambu and Maira in the Sio-Malaba-Malakisi Sub Basin. The feasibility study analyses the projects and performs preliminary designs based on technical, physical, environmental, social, financial and economical, and institutional grounds. Activities performed: Economic, financial and Sensitivity Analysis. The main use of the dams is irrigation and the possibility to develop wide options of crops. To this aim, economic advantages from agriculture products have been assessed and quantified (the company used CropWat build by the FAO).
2012	Canada - Quebec	AECOM Consultants Inc. Client: Nile Basin Initiative Andre Lauzon: +1.514.287.8500 andre.lauzon@aecom.com	Financial specialist – Responsible of the OPEX analysis	Technical Report on the Pre-Feasibility Study For The Strange Lake Main project features: The project is based on the mining of a rare earth element-rich deposit at Strange Lake in northern Québec and processing ore at a facility at Bécancour in southern Québec. The objective is to perform the pre-feasibility for Quest.
2012	Senegal	AECOM Consultants Inc.	Economist	Impact assessment of the Blaise Diagne International Airport (AIBD)

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		Client: AIBD Robert Millette : +1.514.287.8500 Robert.millette@aecom.com		Main project features: The project consists in providing the socio-economic diagnosis of the affected area (2 500 people affected by the project among 28 000 in the area) and proposing strategic orientations for economic diversification of the area.
2012	Canada - Quebec	AECOM Consultants Inc. Client: AMC Consultants Robert Millette : +1.514.287.8500 Robert.millette@aecom.com	Economist	Quantification of the social impacts of the Housing Agency of Quebec Main project features: Review of economic studies on different thematic (poverty, immigration, homeless, health, etc.), define different methodologies to quantify social impacts in Canadian dollars and turn them into benefits for the society and use of Cost Benefits Analysis
2011	Burundi, DR Congo, Egypt, Ethiopia, Kenya, Uganda, Rwanda, Sudan, Tanzania, Eritrea, Djibouti	AECOM Consultants Inc. Client: Nile Basin Initiative Michael Sampara : +1.514.287.8500 Michael.Sampara@aecom.com	Economist & Financial Analyst	Comprehensive Basin Wide Study of Power Developments Options and Trade Opportunities Main project features: Provide the foundation for developing a regional electricity market to regroup the countries of the Nile Basin, train the staff able to perform the analysis required for developing and implementing the technical infrastructure capable of managing resources of the Nile Basin in accordance with the vision outlined by the riparian countries. Activities performed: Economic analysis of the power developments options and trade opportunities.
2011	Tazadit, Zouérate, Mauritania	AECOM Consultants Inc. Client: AMC Consultants Robert Millette : +1.514.287.8500 Robert.millette@aecom.com	Economist	Environmental and social impact assessment of the Tazadit underground mine Main project features: The Industrial and Mining National Company (SNIM) and the Chinese Mining Corporation Minmetals have initiated a joint study in order to evaluate the importance of remaining resources of enriched iron ore deposits of Tazadit 1 near Zouerate in northern Mauritania, and feasibility of underground mining of those resources. Results of drilling exploration carried out in 2008-2009 are considered sufficient to justify the feasibility study that is conducted by the British company AMC Consultants Ltd. (AMC). Activities performed: scoping studies, responsible of the social chapter: description, impact analysis, mitigation measures, communication plan.
2010	Gabon	AECOM Consultants Inc. Client: Energy and Hydraulic Resources Ministry Annie Dumas : +1.514.287.8500 Annie.dumas@aecom.com	Economist & Financial Analyst	Electrification Master Plan Update Main project features: Taking into account the combined effects of the evolution of electricity demand, hydraulic regime and thermal energy production costs throughout the last decade, it seemed wise to update the 1999 master plan in order to facilitate a strategy to develop Gabon's hydroelectrical potential. Activities performed: economic analysis, dam selection by the long run marginal cost, definition of long term scenario
2010	Gabon	AECOM Consultants Inc. Client: Hydraulic Resources and Energy Ministry - Annie Dumas : +1.514.287.8500 Annie.dumas@aecom.com	Economist & Financial Analyst	Development of an economic model for electrification analysis Main project features: Development of an economic and financial model including the delivery of training seminars in Libreville in economic analysis tools.
2010	Benin	AECOM Consultants Inc. Client: CIDA (Canadian International Development Agency) Robert Millette: +1.514.287.8500 Robert.millette@aecom.com	Economic & Financial Analyst	Feasibility study of six hydroelectric power plants Main project features: The present feasibility study aimed at performing technical, environmental, economic and financial analyses in order to determine the most efficient project between the six hydroelectric power plants. Activities performed: Economic and financial analysis including tariffs analysis.
2010	Haïti	AECOM Consultants Inc. Client: Canadian Agency for International Development (CIDA) Robert Millette : +1.514.287.8500 Robert.millette@aecom.com	Economist	Training session program in economic analysis tools for Électricité D'Haïti Main project features: Canadian International Development Agency has mandated the TTL Group and EDH to perform studies and works regarding the Les Cayes semi-autonomous centers development. This semi-autonomy becomes possible when the operations spending equal revenues. The Jacmel project is used as reference. Activities performed: responsible of the training session (economic analysis and informatics).

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2010	Tombouctou, Mali	AECOM Consultants Inc. Client: Ministry of Mining, Energy and Water, Republic of Mali Robert Millette : +1.514.287.8500 Robert.millette@aecom.com	Economist	Feasibility Study of a Water Supply Program in the Region of Tombouctou Main project features: The present feasibility study aimed at defining a water supply program for the region of Tombouctou (north of Mali) with the objective of meeting the Millennium Development Goals (MDGs) regarding drinking water supply by 2015. The project also established a strategic planning for the implementation and the intervention of the program, and defined its technical and economical feasibility. Activities performed: Economic and financial analysis
2010	Canada	AECOM Consultants Inc. Client: Waste Management Robert Millette : +1.514.287.8500 Robert.millette@aecom.com	Economist & Financial Analyst	Environmental impact assessment for a safe disposal site at Saint-Nicéphore Main project features: Economic impact analysis of the new site. Use of the cross-industry model of Québec from the Québec Statistics Institute. Activities performed: Economic analysis
2010	Canada	AECOM Consultants Inc. Client: SHQ Robert Millette : +1.514.287.8500 Robert.millette@aecom.com	Economist	Economic, Social and Geographical Impact of the Housing Agency of Quebec Main project features: Economic impact analysis of Housing Agency programs using the intersectoral model of the Statistics Institute of Quebec. Contribute to identification and analyse of the social impacts. Define priority axis for the Agency.
2009	Canada	AECOM Consultants Inc. Client: Agence métropolitaine de transport (AMT) Robert Millette : +1.514.287.8500 Robert.millette@aecom.com	Financial Analyst	Evaluation of Financial Viability of the Construction of a New Building at the Vaudreuil Train Garage Site Main project features: AMT wishes to cover the inspection pit that has to be constructed at the Vaudreuil garage site on the Montreal-Rigaud suburban train line. This new inspection pit is required to carry out visual inspections of the disc brakes on the new rolling stock soon to be put into service. Activities performed: Financial analysis including tariffs analysis.
2009	Guadeloupe	ARTELIA-SOGREAH Consultants Group - Client: Direction Générale de l'Outre-Mer- Patrick Delaforge: +33.4.76.33.40.00 Patrick.delaforge@arteliagroup.com	Economist	Extension of Jarry port Main project features: Provide the Port Authority with traffic study, identification of import/export goods (especially agriculture products such as bananas), proceed to the economic and financial analysis of the extension. Activities performed: Economic and financial analysis
2009	Malawi	ARTELIA-SOGREAH Consultants Group, Grenoble, France- Client: Northern Region Water Board Bernard Danthon bdanthon@gmail.com	Economist & Financial Analyst	Feasibility study and preliminary design of a scheme to develop a multi-purpose water resource for Mzuzu and Mzimba Main project features: Comprehensive analysis of the potential water sources which could be developed in the Mzuzu region and in the Mzimba region to meet the water supply demand. Some of these sources are also able to provide water for other uses, such as irrigation or power generation. Activities performed: Water supply forecast, Economic and financial analysis including tariffs analysis.
2008 - 2009	Canada, France	ARTELIA-SOGREAH Consultants Group - Client: Direction Générale de l'Outre-Mer - Patrick Delaforge: +33.4.76.33.40.00 Patrick.delaforge@arteliagroup.com	Economist	Saint-Pierre-et-Miquelon public service outsourcing contract Main project features: Freight destined for the Saint-Pierre-et-Miquelon archipelago is delivered through a public service outsourcing contract and the State would like to redefine the scope of this contract. Carried out the economic and logistics study and is participating in drawing up the tender documents and in negotiating the new contract. Activities performed: Socio-economic analysis, traffic study, public service outsourcing contract
2008	Cameroon	ARTELIA-SOGREAH Consultants Group - Client: AES Sonel - Xavier Ducos : +33.4.76.33.40.00 Xavier.ducos@arteliagroup.com	Financial Analyst	Kribi thermal power plant Main project features: Financial justification of the project for a gas-fired power plant at Kribi, considered to be the next proposal for increasing electricity production in the Southern Interconnected Network. Activities performed: Financial analysis including tariffs analysis.
2008	Algeria	ARTELIA-SOGREAH Consultants Group - Client: Direction des Travaux	Economist & Financial Analyst	Feasibility study and preliminary design of a new fishing and commercial port at Chetaibi Main project features: Definition of the hinterland of the new port and the regional socio-

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		Publics Annaba - Piero Silva : +33.4.76.33.40.00 Piero.silva@arteliagroup.com		economics, determination of potential traffic flows and assessment of the expediency of building a new port at Chetaibi. Activities performed: Socio-economic analysis, traffic study
2008	China	ARTELIA-SOGREAH Consultants Group - Client: Government of Jiangsu Province - Alain Gueguen : +33.4.76.33.40.00 Alain.gueguen@arteliagroup.com	Financial Analyst	Jiangsu Provincial Regional Water Supplying Plan Main project features: Following a severe deterioration in the quality of its water resources, the Government of Jiangsu Province decided to implement an ambitious investment programme, called "Jiangsu Provincial Regional Water Supplying Plan", with a total budget of RMB 15.2 billion. Activities performed: Water demand forecast & Financial Analysis including tariffs analysis
2008	Algeria	ARTELIA-SOGREAH Consultants Group - Client: SEAAL Société des Eaux et de l'Assainissement d'Alger Bernard Danthon bdanthon@gmail.com	Economist & Financial Analyst	Update the master plan for the Algiers drinking water supply up to the year 2025 Main project features: Consultants was appointed by SEAAL to update the master plan for the Algiers drinking water supply up to the year 2025. Responsible for demographic and market analyses, and demand analysis. Activities performed: Water demand forecast, economic analysis
2007	Maldives	ARTELIA-SOGREAH Consultants Group Client: Ministry of transport and Infrastructure Bernard Danthon bdanthon@gmail.com	Economist	Post tsunami rehabilitation project for 6 islands Main project features: The Maldives, like Indonesia, were badly hit by the tsunami of December 2004. Numerous islands were devastated, many residents were displaced, infrastructure has to be redesigned, rehabilitated or completely rebuilt. This analysis shows how State and public authority investments in ports can be justified by the common public interest of these facilities, beyond profitability alone. Activities performed : Water demand forecast, economic analysis
2007	Arab Persian Gulf states	ARTELIA-SOGREAH Consultants Group - Client: Gulf Cooperation Council - Vincent Faivre Vincent.faire@arteliagroup.com	Economist	GCC Water Grid - Persian Gulf States Main project features: Feasibility study of the project to interconnect the water supply networks of the Persian Gulf states. Financial analysis of the various technical alternatives. Financing arrangements of the solution selected. Activities performed: Financial analysis
2006-2007	France	ARTELIA-SOGREAH Consultants Group- Patrick Delaforge: +33.4.76.33.40.00 Patrick.delaforge@arteliagroup.com	Socio-Economist	Assessment of the added value of port development policies Main project features: This analysis shows how State and public authority investments in ports can be justified by the common public interest of these facilities, beyond profitability alone.
2006-2007	Qatar	ARTELIA-SOGREAH Consultants Group - Client: Total - Piero Silva : +33.4.76.33.40.00 Piero.silva@arteliagroup.com	ARENA Economist/ Programmer	Operating study of Messaied port Main project features: Responsible for port planning, organisation and optimisation studies for the new storage and handling terminal, notably with regard to handling equipment (gantry and yard equipment).
2006-2007	France	ARTELIA-SOGREAH Consultants Group- Patrick Delaforge: +33.4.76.33.40.00 Patrick.delaforge@arteliagroup.com	Socio-Economist	Study of protection for the coastline between the rivers Têt and Agly Main project features: Socio-environmental assessment of all coastal activities and uses. Analysis of the impacts of the recommended solutions. Guidelines for the developments so as to preserve or encourage certain uses
2006-2007	Indonesia	ARTELIA-SOGREAH Consultants Group - Client: Rehabilitation and Reconstruction Agency (BRR) Bernard Danthon: bdanthon@gmail.com	Socio-Economist	Aceh & Nias Post Tsunami Recovery Program (ANTERP 1) Main project features: Infrastructure Program Management team to work with BRR to manage the overall program of project preparation: priority services of roads, drainage, water supply, waste water management/sanitation and solid waste management. As socio-economist, involved in the preparation of medium- and long-term population and water market and demand forecasts. Activities performed: Water demand forecast, socio-economic analysis, surveys, determination of the water capacities.
2006	Reunion Island	ARTELIA-SOGREAH Consultants Group- Patrick Delaforge: +33.4.76.33.40.00	Socio-economist & Economist	Updating of the Port Réunion Master Plan Main project features: Traffic studies and the comparison of scenarios for Port Réunion. Proposal of new guidelines for investments.

Date from-to	Location	Company & reference person ¹ (name & contact details)	Position	Description
2005-2007	Turkey	Patrick.delaforge@arteliagroup.com ARTELIA-SOGREAH Consultants Group - Client: Technip - Piero Silva : +33.4.76.33.40.00 Piero.silva@arteliagroup.com	ARENA Economist/ Programmer	Project to create a new hydrocarbons terminal on the Black Sea (Samsun – Turkey) Main project features: Economic and technical simulations. Use of the ARENA simulation model.
2006	Reunion Island	ARTELIA-SOGREAH Consultants Group- Patrick Delaforge: +33.4.76.33.40.00 Patrick.delaforge@arteliagroup.com	Socio-economist & Economist	Feasibility study of a coastal shipping solution Main project features: Reunion Island is deeply affected by road transport and traffic jam. To reduce the impact, the General Council of the Island launched a feasibility study in order to assess potential traffic by coast shipping. To this aim : identification of transports flows, assessment of agriculture products tonnage such as bagasse and treackle coming from sugar canes scheme. Activities performed: Economic analysis.
2005	France	RTELIA-SOGREAH Consultants Group - Patrick Delaforge: +33.4.76.33.40.00 Patrick.delaforge@arteliagroup.com	Socio-economist & Economist	Impact study concerning the extension project for the port of Caen Main project features: As part of the project to extend the marina, fishing harbour and ferry terminal at Ouistreham, study of economic spin-offs in the with-project situation. Study of project economic rate of return. This study will be used as a basis for the statutory studies (public enquiry). Responsible for the economic spin-off analysis and rate-of-return analysis.
2005	France	RTELIA-SOGREAH Consultants Group - Patrick Delaforge: +33.4.76.33.40.00 Patrick.delaforge@arteliagroup.com	Socio-economist & Economist	Study of economic spin-offs from the port of Granville Main project features: Study of economic spin-offs from the port of Granville (marina, fishing, commercial and passenger harbours) in the existing situation (2004) and with-project situation involving a 1000-place extension to the marina and the creation of a new terminal for commerce and passengers. Optimisation study for the project and its components.
2005	Congo	ARTELIA-SOGREAH Consultants Group - Patrick Delaforge: +33.4.76.33.40.00 Patrick.delaforge@arteliagroup.com	Economist	Feasibility study for the container terminal and timber terminal at the Port of Pointe-Noire Main project features: Technical and economic study with a view to reorganising and extending Pointe-Noire container terminal. Activities performed: Economic analysis.
2005	France	ARTELIA-SOGREAH Consultants Group - Client: Gulf Cooperation Council - Vincent Faivre Vincent.faivre@arteliagroup.com	ARENA Economist/ Programmer	Seine-Nord Europe project Main project features: Technical and hydraulics studies to define the final route for the future large-gauge river link (4000 tonnes) between the Seine and Scheldt basins. Modelling of centralised management and operation of the river link. Responsible for the river traffic flow simulation model using the ARENA model.
2005	Madagascar	ARTELIA-SOGREAH Consultants Group - Patrick Delaforge: +33.4.76.33.40.00 Patrick.delaforge@arteliagroup.com	Economist & Financial Analyst	Feasibility study for a lifting system for fishing ship maintenance on the west coast of the island Main project features: Technical study (choice of location, definition of lifting equipment, preliminary design of the infrastructure) and economic study (market study and definition of project criteria, analysis of the organisation and operation of the platform, analysis of financial rate of return)
2003-2004	Phnom Penh, Cambodia	Cambodian Ministry of Economy & Finance, Phnom Penh, Cambodia Client: French Ministry of Foreign Affairs - Eric Huybrechts: +963991167184 huybrechts.e@gmail.com erichuybrechts@iau-idf.fr	Junior Economist	PSF project Main project features: Resident in Cambodia for PSF project providing assistance in the field of management and urban development. Activities performed: Long term contract (one year) – Economist.

15. Other relevant information (e.g., Publications)