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01/01/1960 (64 ans)

Nationalité French & USA, Married

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Deputy Team Leader / Facility MSME expert, Senior

EXPERIENCES PROFESSIONNELLES

- août 2023 / aujourd'hui** **Country-wide socio-economic study and Gap Analysis on the DRC HR market for "digital competence"**
INTPA Facility digitalisation
Country-wide socio-economic study and Gap Analysis on the DRC HR market for "digital competence" labour and computer-usage skills in all productive sectors, including large-scale mining, construction, WASH, services, finance, manufacturing and agro-food industry.
Work with formal private sector actors of all sizes, with national Business Federation and with public institutions in Kinshasa, Lubumbashi, Goma and Kolwezi, to determine the offer - demand equilibrium in the labour market and identify possible avenues for the design of future EU and ODA programmes to raise the level of MSME / Business competitiveness and the growth of the national economy.
- mai 2023 / sept. 2023** **online platform (WAFED) for administrative procedures and public services to private sector**
Super Nova,
Work with Ministry of Labour and hardware / software suppliers on development of an online platform (WAFED) for administrative procedures and public services to private sector enterprises and Labour market actors, for construction, WASH and agriculture sectors.
Interface with cell-phone operators to create a "telephone-based ID" document for registered foreign labour, including registration with Tax office and Social security (National Insurance).
Development of a ministry "service portal" for all categories of labour (local, foreign in-country and foreign outside) to request and obtain legal work status and registration
- déc. 2022 / févr. 2023** **design and in-depth data statistical analysis study for a 'Youth & Female employment facilitation programme'**
French Min F.A.
Methodological conception, survey / interview design and in-depth data statistical analysis study for a 'Youth & Female employment facilitation programme' in post-conflict South Yemen. Objective is to ensure optimum conformity between private sector labour-market characteristics / needs and form and substance of French-funded programme.
Specific focus on youth unemployed populations in urban or peri-urban settings and /or demobilisation / insertion of young people excluded long-term from job market and decent employment. Focus on ensuring the programme's impact through using existing training / capacity-building suppliers and identifying key hiring factors / bottlenecks.
- sept. 2022 / déc. 2022** **Trade development expert**
ISRAEL
EU EEAS / Israeli Ministry of Economy
Estelle.KADOUCH@eeas.europa.eu
Trade development expert
Conception and design of a large partnership and twinning programme between the Israeli Ministry of Economy & Trade and a EU Member state institution, to simplify import process and procedures and improve trade effectiveness and efficiency.
Main focal topics are : Trade-supporting administrative improvements, Legislative, regulatory and normative alignment, regulatory compliance, Product Standards conformity, EU FTA, Norms and standards Non-tariff barriers, CE markings, Rules of Origin (ROOs).

mars 2022 / juin 2022

ETHIOPIA
henrique@plan-eval.com

TL

Lead 8-person team for Evaluation mission "Competitiveness & Job Creation Project Completion Evaluation" against the OECD-DAC Evaluation criteria of relevance; effectiveness; efficiency; sustainability; and impact. Objective to assess project's performance in attracting FDI and internal investment, provide lessons learned and recommendations to improve and refine the project's design and implementation for similar projects in the future. Use of a results-driven approach in line with the project's Theory of Change (TOC), employing a methodology to map the causal path between the inputs and activities practiced and the outputs and outcomes. The team sought to verify the level of implementation of the different activities and analyse the level of achievement of its short-term and long-term outcomes.

déc. 2021 / sept. 2022

BURUNDI Global Environment Fund (World Bank) UNDP / Baastel
imamaty@hotmail.com
TPSD Expert Climate change resilience
Responsible for TPSD / Private sector methodologies for GEF & World Bank financed UNDP programme.
Objectives : ensure private sector involvement and co-financing for actions related to landscape restauration / anti-erosion / climate-change resilience / natural catastrophe mitigation in urban / rural environments (business continuity management). Strong component focused on agronomic models, sectorial supply-chains, crop selection and agro-economic value chains and on MSME and business partnerships. Work with minorities / refugees / women / young-lead enterprises & cooperatives, to ensure programme ownership and sustainability. Strong emphasis on innovative and environmental industries and Green / circular economy and social enterprise.

déc. 2021 / janv. 2022

EU Evaluation expert
HOME BASED EUROCLUSTERS EISMEA-SMP-COSME-JCI@ec.europa.eu
For EU's programme : Joint Cluster Initiatives for Europe's recovery. Programme for implementation of the EU New Industrial Strategy (May 2021) and the SME Strategy for a sustainable and digital Europe (March 2020). Key objective : resilience and transition to green and digital economy.
Objectives: 1) Improve resilience of industrial ecosystems by developing value chains ; 2) Innovate for strategic autonomy to build capacity in technologies ; 3) Greener and more digital economy; 4) Re-skilling of the workforce & attracting talents; 5) Boost access to global supply and value chains

déc. 2021 /

Deputy Facility Director
PROPARCO / AFD / EU
Design and implementation of a 4-year TA Facility (CERTAF) for Financial Institutions (FIs) and Development Banks targeting MSMEs and other businesses (COVID-19 Emergency Response Technical Assistance Facility). Target : 54 Countries in Sub-Saharan Africa, MENA, EU Neighbourhood East and South. Using a large team of experts to address on-demand technical assistance and business continuity management.
Objective is to improve MSME lending capacity development, support to financial institutions (FIs) (operations, risks, HR, organization, IT management, female-oriented lending, etc.), crisis management, business linkages, Training and coaching and non-financial services to MSMEs, business development.
Tasks include design ToEs and service-purchase documents, establish budgets for procurement and prepare large-scale purchase orders.

sept. 2021 /	<p>NIGER EU FWC / TIEG m.doumont@tieg-eeig.eu</p> <p>PPP / PPD expert</p> <p>PPP and PPD study and project design for the « National Business Climate Improvement Programme ».</p> <p>Strong emphasis on Rural Development through identification and improvements to PPP modalities for rural water and electricity services. Critical analysis of existing PPP models and /or legislative / regulatory environments, examination of private partners' business models to seek potential solution for lack of PPP development in rural electricity / irrigation / value-added productive activities (focus on women). Focus on Public-Private Dialogue and facilitation of inter-enterprise partnerships between Niger and Europe.</p>
juin 2021 / juil. 2021	<p>W. Bank / MISFA</p> <p>http://www.misfa.org.af</p> <p>M&E expert</p> <p>Programme Ex-post Evaluation of the Access to Finance Project for the Microfinance Investment Support Facility for Afghanistan (MISFA), financed by the World Bank and managed by Ministry of Economy, several Development Banks and MFIs and the Agha Khan Foundation. Analysis and evaluation (according to DAC criteria) of the Micro-credit component and capacity-building for over 20 local implementation partners. Mission was cancelled before field phase for security / safety reasons, after methodology and design of project plan.</p>
mai 2021 / sept. 2021	<p>Senior Management expert</p> <p>LIBYA (Paris / Tunisia)</p> <p>Series of high-level strategic workshops and management training conferences on economic and TPSD topics for Directors and Senior Management of the Libyan Chambers of Commerce and Industry and the Union of Libyan Chambers of Commerce. Programme objective : increase capacity of existing Libyan Business Consular Organisations to fulfil their business-in business linkages, supporting role and develop higher political capacity to serve post-conflict trade, economic development. Private Sector targeted : non-oil private productive sector and international trade</p>
janv. 2021 /	<p>Project Manager</p> <p>FRANCE</p> <p>Corporate study for an acquisition / re-engineering project for a large waste management firm in the Provence Region of France. Work with the purchasing party, legal team and accountants to identify existing corporate weaknesses, process / infrastructure technical flaws and potential operational risks. Preparing collaborative work with municipal and regional public services, special focus on sector-specific requirements for European Environmental legislation, green economy and RRR principles.</p>
juil. 2020 / févr. 2021	<p>FRANCE / MOROCCO GIZ / VITECH SAL (Lebanon)</p> <p>Project Economist</p> <p>Feasibility study / economic modelling and design of technology and industrial process for a large waste management project (250 mt /day) dealing with agro-industrial and urban waste in Khouribga region of Morocco (PPP). Adaptation of successful models of composting through thermophilic fermentation (55° C) and /or lombri-composting. High economic, sanitary, social-cultural and environmental impact on local populations and strong collaboration with municipalities through green</p>

economy models and social enterprise creation. Collaboration with Moroccan political institutions and with OCP Group on future expansion and "cookie-cutter" diffusion of the pilot project to other areas (Marrakesh, Rif etc..).

juil. 2020 / déc. 2020

FRANCE UNESCO / IDEFFIEarmandbeuf@hotmail.com Economist
Member of a UNESCO-led evaluation team of experts preparing strategic orientations / policies and options for private sector engagement leading to recommendations for innovation in global education methodologies, systems and instruments related to post-COVID education and training.
Member of a 12-person team of education and pedagogy experts dedicated to identifying and defining innovative educational systems and modification to existing practices, based on the study of best practices and experimentations carried out across the world, for young and adult education recipients.

juin 2020 / juil. 2020

COMESA
EPA Methodology
In the Framework of the EU Free-trade EPA with Southern Africa (COMESA), preparation of the specific approach to supporting the Botswana Export diversification programme (grant scheme), with emphasis on private sector engagement to ensure business continuity and reduce the economic dependency on diamond extraction and other mining industries. Special focus on regional trade with COMESA partners and on international export-oriented new value-chains, either innovative or based on existing low-value added agricultural and green economy productions export without transformation (meat, hides..), taking advantage of the tariff-free access to EU markets.

mars 2020 / août 2020

Head Auditor evaluation

BRUSSELS EU DG RESEARCH EASME-INNOSUP-1@ec.europa.eu
Executive Agency for Small and Medium-sized Enterprises. Programme INNOSUP-01-2020 . Grant management for Cluster-facilitated projects for "New Industrial Value Chains" (including innovative and disrupting technologies, Green economy, Circular economy, ITC-based products & services etc...)
Grant evaluation process auditor, working with over 40 international experts to evaluate several hundred large proposals submitted at Stage 1 of the programme; on the basis of conformity to EU regulations; adequation of objectives with the Strategic orientation of the European Investment Plan (EIP)

juin 2019 / août 2019

Country mission Leader

LIBYA (Paris / Tunisia)
(4+)
MADAGASCAR
COWI / PPM
leon@incubationinstitute.com
Country mission Leader
Feasibility study / programme identification for large EU regional economic integration programme to support to Private Sector entrepreneurship-support institutions and Business Incubators (A2F, MFIs, BSIs, BSOs, workspaces and accelerators) in Eastern and Southern Africa (8 members countries of COMESA, EAC, IGAD, SADC, IOC : Ethiopia, Somalia, Sudan, Angola, Eswatini, Lesotho, Madagascar, Zambia, Zimbabwe. Study of existing MSME & business support infrastructures, ecosystem and actors, to identify and design components of a 40m€ programme aiming at ensuring sustainable growth, enterprise creation and jobs for youth and women. For Madagascar : specific emphasis

on Agro-food industry and green economy (spices, oils, fisheries, honey, wood, sugar..), mining, ITC, services, textile and tourism. Positive gender-bias in the programme design.

mai 2019 / juin 2019

EU DEVCO

DEVCO Evaluation Unit" / Landell Mills

julian@creatura.com

Expert on TPSD and PSE / PSI

ESS "strategic evaluations", in reply to a Commissioner's specific request, assignment is to compile

an overview of evaluations results (meta-analysis) in 4 priority areas Objective : draft notes on

key aspects and stakes of EIP priority topics: a) EU cooperation with Africa, b) gender and female

socio-economic inclusion, c) private sector engagement d) energy/climate change.

Each note to gather

information from several evaluations addressing the topic concerned. The notes are expected to

present a synthetic overview and make recommendations for political-level strategic decisions of the

new Commission. Major conclusions focused on the primary importance of massive « enterprise and job

creation » for young and female population, inclusion into formal sector of existing MSMEs,

systematic use of PPP and increased collaboration with private sector for Sustainable Development

Objectives.

déc. 2018 / juin 2019

DG

ENPI countries EU DG NEAR / Equinoccio mariapulido@equinoccio.eu TL

Identification missions : Inclusive Economic Development and Job Creation. Support to DG NEAR in

programming of regional support to ENPI South region in economic development matters. Key objectives

: Inclusive economic development, Investment and jobs creation in private sector, SMEs development,

diaspora issues. Two main components : a) Trade and investment facilitation : increasing scope of

scope TIFM ; business climate based on the EU/ OECD programme ; EU/ ILO cooperation to scale-up

existing developments (these tasks to be implemented under existing regional programmes). b)

Emerging forms of economic activities :supporting innovative economic/ business developments in

circular economy, green economy, creative industries, social enterprises, other value chains with

potential for development, export and job creation ; focus on the potential of existing Diasporas.

sept. 2018 / déc. 2020

Advisor to Project Management

LIBYA (Paris / Tunisia)

EU / Expertise France

alexandre.chatillon-mounier@expertisefrance.fr

Advisor to Project Management

EU4PSL Programme, (EU for Private Sector Libya) financed by DIFID, France and EU.

Responsible for

one sub-component entrusted with several tasks.:

1) Technical Assistance for administrative simplification for registration and formalization of

MSMEs and start-ups, by the creation of a One Stop Shop and the establishment of a centre for

administrative support and A2F and management needs identification, notably to young, female and

handicapped entrepreneurs.

2) Creation _ within the Ministry of Economy and Trade_ of a Directorate dedicated entirely to

MSME-support (including business linkages) and A2F, strongly supportive of female entrepreneurs :

large volume of organizational support and capacity-building to make this unit operational

3) Strategic definition and policy design for the same Ministry, of a concerted effort to raise

Libya's « Ease Of Doing Business » ranking and improve the business environment in

the country, in line with World Bank's gender-neutrality.
 4) Establishment of a digital « Trade Help Desk » for trade-oriented MSMEs and Start-ups, and political work to obtain Libya's regional economic integration in the TIFM (EuroMed Trade and Investment Facilitation Mechanism), Managed by the ITC (International Trade Corporation, Geneva);
 for the EU.

janv. 2018 /

LIBYA (Paris / Tunisia)
 EU / GIZ
 akm.coc@sleidse.org
 Chamber of Commerce Expert and track leader for restructuring
 1 m€
 Organisational restructuring and capacity-building programme to help Libyan CoCs to increase their role and capacity to assist TPSD throughout the country and increase Private Sector's export capacity, employment and wealth-generation macro-economic role, with specific focus on Competitive advantage of local Value-chains and green / circular economy.
 Tasks involve high-level capacity-building training for senior CoC management and conception / design of improved business advisory services (BIS), Access to Finance (A2F) and other services to Enterprises for the re-structuring and re-organisation / digitalisation of the institutions in Libya's largest business cities (Tripoli, Benghazi, Misrata, Zawia, Sirte, Sabha, Tobruk etc).

oct. 2017 / déc. 2017

DG
 Paris / Brussels GIZ / DG GROW / EBESM Brussels m.j.char.giz@outlook.com
 Communication / Media expert
 Assignment to maximise impact and sustainability of EBESM project by reporting, sharing and presenting_ with all major Government and Institutional stakeholders and with media_ the main results achieved, success stories, good practices and lessons learnt. Communication approach designed to:
 * Maximise awareness on the results of the project and promote ownership and follow-up actions;
 * Promote policy dialogue, knowledge and understanding around MSMEs development and women-owned business issues; and
 * Promote dialogue, peer learning, sharing of experiences/good practices to build up modern MSME policies.

juin 2017 /

Strategic Adviser
 LIBYA (Paris / Tunisia)
 EU / Expertise France
 alexandre.chatillon-mounier@expertisefrance.fr
 Strategic Adviser
 Support to Libya for Regional Economic Integration, Diversification and Sustainable Employment programme (SLEIDSE) to promote a dynamic private sector composed of diversified MSMEs in all regions of Libya, by creating 10 incubators throughout the country. Focus on youth & female employment and livelihood, in particular for women, through MSME support services. Collaboration with 10 selected Universities for the conception, design, preparation, training and implementation of 10 business incubators (USULs, i.e. University Start-Up Labs), offering support services and business linkages to entrepreneurs. Fouryear DEVCO TA programme entrusted to French technical cooperation agency, under indirect management delegation. The agreement was suspended in 2014 due to the uncertainty of the Libyan environment and relaunched in 2016. Objectives: operational University-based incubators and MSME business support services, Access to finance (A2F) for MSME, Private

Sector Development
Policy.

Corollary tasks : creation of a MOOC for young entrepreneurs, numerous « best Business Plan »

contests and grant allocation, more than 15 « Bootcamps » for startups, establishment of a « Coding

School » for young people, several large-scale initiatives for A2F/ micro-credit and financing of

MSMEs, organisation of over 30 training seminars (3 to 5 days) for institutions, PPP organisations,

students and MSMEs themselves, creation of a secondary school and university « entrepreneur

curriculum » in collaboration with Ministry of education.

July '16
(2+)

Luxembourg
CHAFEA Luxembourg
Marion.LALISSE@ec.europa.eu

Evaluation expert & rapporteur

Call for Proposal evaluation for the Consumers, Health, Agriculture and Food Executive Agency

(CHAFEA) in Luxembourg for grant scheme for export of agricultural products (through geographic

labels and Protected Regional certification and/ or certificates of regional origin) and their

Value-chain from green economy SMEs from all Europe. Participation in proposal evaluation desk

research and meetings as expert evaluator. For each submitted proposal, establishment of an

Individual Evaluation Reports (IER). Additional role as rapporteur, leading discussion of the

experts trying to reach consensus, and drafting Consensus Reports (CRs), to be discussed and

finalised at the Consensus Meetings, summarising common views between experts

déc. 2016 / mars 2017

Team Leader

Brussels Brussels DEVCO HQ

Emmanuel_Moyart@dai.com

Team Leader

7 m€

Team Leader for the set-up of a technical assistance facility for DEVCO. Delivery of thematic

support in areas related to private sector development and engagement, Grant schemes, trade,

Value-chain cohesion, regional economic integration in partner countries, to support the EC in : 1)

implementation of 2014 Private Sector Communication, 2) shaping and implementing new policy

orientations (revised Aid for Trade strategy) and 3) pushing Regional Integration objectives

forward. Facility services designed around three main clusters of results: a) Expert advisory

services ; b) Thematic knowledge creation, sharing and management ; c) Communication and visibility.

TL position was discontinued after end of Inception phase, due to incompatibility of required work with availability.

nov. 2016 / mars 2019

LEBANON

For a conglomerate of financial and technology stakeholders (from EU, GCC and Lebanon), study of

business diversification technology adaptation of the corporate core competence (waste management,

raw materials recycling and energy production / cogeneration).

Participation in the design of novel or hybrid approaches to waste management adapted to new markets

(Morocco, Libya, GCC) and to different outputs to the waste management plants (thermophilic

fermentation, anaerobic fermentation, methane production, compost production, lombriculture etc...)

oct. 2016 / janv. 2017

Project Manager

Brussels Desk Research DEVCO HQ, C-4 Brussels

m.j.char.giz@outlook.com

TL

Revision and Update of core DEVCO Guidelines on TPSD. Thorough examination and proof-reading of "Reference Document 10" on Trade and Private Sector Policy and Development Support programmes financed by EU external assistance. Identification of best practices and case studies to illustrate the new guidelines for HQ and EUDs. Inclusion into the new version of recent development in Innovative Development Modalities such as Blending, Grant Schemes and Development Funds.

juil. 2016 /

Project Manager

Luxembourg CHAFAE Luxembourg

Marion.LALISSE@ec.europa.eu

Evaluation expert & rapporteur

Call for Proposal & EU grant evaluation for the Consumers, Health, Agriculture and Food Executive

Agency (CHAFAE) in Luxembourg for promotion of "Regional Label" agricultural products and their

agro-industrial Value-chains for SMEs from all Europe. Participation in evaluation desk research and

meetings as expert evaluator. For each submitted proposal, establishment of an Individual Evaluation

Reports (IER). Additional role as rapporteur, leading discussion of the experts trying to reach

consensus, and drafting Consensus Reports (CRs), to be discussed and finalised at the Consensus

Meetings, summarising common views between experts

Aug '15 May '16

(9)

KUWAIT

National Industrial Strategy, PAI project / Maxwell Stamp

mkebbell@maxwellstamp.com

Industrial Strategist / MSME Economist

Design of National Industrial Strategy and establishment of Diversification / Investment / FDI / A2F

/ SME Incubator & free-zone areas Policy for Kuwait Government.

Core tasks: Evaluation of macro-economic competitive advantage of national policy for industrial

diversification, private sector engagement, SME -oriented policy design and non-oil FDI generation

in the context of business continuity management, Analysis of the 2000 million UYD A2F facility for

SMEs.

Strong focus on Institutional Reform and capacity-building of the National Planning Institute.

Significant economic work on SME value-chain situation (and regional economic integration) in the

country and on sectoral studies such as niche manufacturing, high-tech and innovative industries,

waste management and other non-oil industries (as well as female-led businesses).

Also work with

Ministry on Incubators and Access to Finance for women-owned startups.

juin 2016 / août 2017

Project Manager

DRC (Congo Kinshasa)

DFID (implemented by PWC) ghislaine.djapouop@cd.pwc.com

Project Manager

5 m€

ESSOR MSME Project: MSME Tax-Simplification through reform to policies and processes (including

e-payment). Result through dialogue and implementation of solutions to reduce high tax and non-tax

compliance burdens for MSMEs for both formal and informal sector. Objective is to lower risk / costs

and improve business-enabling environment for MSMEs especially for women and the poor, leading to

increased investment and growth while increasing government revenues through

increased digitalisation & formalisation and taxpayer compliance. Project comprises three subcomponents:
Strengthen dialogue between the MSME sector and tax authorities ; Design and develop tax simplification reform proposals ; Assist with reform implementation.

déc. 2014 / juil. 2015

DG

MED Region

GIZ / DG GROW / EBESM / m.j.char.giz@outlook.com

Communications Expert

Following the evaluation of the "Small Business Act" and the Programmes for improving "Doing

Business" rankings for SMEs and Micro-enterprises in MED neighbourhood Countries, responsibility for

the internal and external Strategic Communication of the EBESM project (Enhancement of the Business

Environment in the Southern Mediterranean, DG GROW & DG DEVCO).

Task focused on creating and enforcing institutional image, increasing programme and outcome

visibility, designing communication systems and tools, press relations, website, e-mailing

campaigns, on-line and social media etc...

oct. 2014 / déc. 2014

Senior Lecturer

LEBANON / EGYPT

Preparation of concept papers for capacity-building public seminars on Trade-oriented support

strategies for Micro & SMEs, and series of training presentation on themes such as "SME Support

incubators to benefit from growth markets", "Export Assistance for innovative SME value-chains" and

"Regulatory Impact Assessment (RIA)", in the framework of the diffusion of the Small Business Act

(SBA) model in MEDA Countries and the improvement of the "SBA Doing Business ranking" for SMEs

déc. 2013 / sept. 2014

DG

DG DEVCO

Track Leader

3 m€

Process Simplification of existing DEVCO PCM core Processes (Identification, Formulation,

Implementation, Evaluation, Programming) and Support Processes.

On the basis of efficiency / effectiveness evaluation, quantitative analysis, desk research and

documentary study, as well as numerous interviews in Headquarters and in five EU Delegations

(Jordan, Burkina Faso, Tanzania, Bangladesh, Nicaragua): 12-person team carried out an in-depth

analysis to identify potential for Simplification, in order to streamline operating modes and grant

allocation. Additional benchmarking analysis from Processes and best practices used in DFID, IBRD,

AFD, IADB and Bill Gates Foundation.

Several hundred findings translated into about 90 recommendations for improvement leading to implementation.

janv. 2013 / juil. 2013

Senior Advisor

MOROCCO EBRD EGP programme TalibS@ebrd.com

Strategic consultancy mission to Shareholders and Senior Management for a large Agro-industrial

Group (100m€ turnover). Objective: advise and support the process of corporate reorganization to

achieve a more focused and cohesive Holding structure.

Tasks include: Identification and formulation of the project, Strategic evaluation of options,

environmental and green economy strategy, analysis of proposed re-structuring objectives, project

oversight, Change Management. Effort dedicated to achieving a regional label for specific high-value

local citrus.

oct. 2012 / mars 2013

MOROCCO EU SPRING Programme (Rabat EUD)

Alessandra.frontoni@eeas.europa.eu

TL

For design of a Budget support and EU Grant programme dedicated to youth and female employment and its relation to economic growth, Team Leader for sector analysis & research into existing or possible synergies between the strategies of Ministries / Donors / Enterprises / Stakeholders, regarding the interaction between the three issues of VET/ Education, Youth Employment and SMEs / Microenterprise.

Objective: identification, formulation & Action Fiches for Budget support, Proposal of Conditionalities and ToR design for a Budget support Programme, under SPRING.

juin 2012 /

VANUATU EU M'Hamed CHERIF

Speaker

By invitation, Speaker and workshop Moderator at the First EU-Pacific Forum (Seminar & workshop) in

Vanuatu on the topic of the Pacific-EU Trade patterns and their variable incidence on the

Socio-economic Development of the various Ultra-peripheral EU Regions, the OCTs and the Pacific

Nations. Focus on Trade & Business Policies as well as Private Sector Development Opportunities

through Private - Public Partnerships. Strong emphasis on the regional value-chains around tourism,

fisheries, agro-industry and transit industries.

mai 2012 / juin 2012

EGYPT USAID John Varley

TL

In the framework of USAID's Trade Facilitation Project (TFP), conception & design for a sub-project

dedicated to increasing Trade volume from SMEs by better market knowledge, Access to Finance (A2F)

and ability to serve & gain access to export markets. Needs analysis for SMEs and Macro-economic

research into SMEs' trade leverage. Design of the project, with particular focus on cooperatives and

incubators for agro-food processing the export potential of sectors such as Agro-industrial,

processed food, ICT/ software, RMGs, Furniture & Handicraft, Leather goods and Medical supplies.

Involvement in access to finance design.

déc. 2010 / juil. 2011

CAMEROON, DRC, MALI, SENEGAL Bill & Melinda Gates Foundation / GALVmed Nairobi (fred.musisi@galvmed.org) TL for West Africa

3 m€

In collaboration with EU, African Union and PANVAC, organisational audit and management analysis of

several large Pharmaceutical Laboratories producing Animal Vaccines. Eight National Laboratories

were selected as priority targets for private sector engagement, Grant TA and Management, and a

Capacity-Building project designed, focusing on equipment upgrading and management training.

juin 2010 / déc. 2010

CAMEROON, DRC, MALI, SENEGAL Bill & Melinda Gates Foundation / GALVmed Nairobi (fred.musisi@galvmed.org) TL for West Africa

(7)

ACP Countries

EU/ DGDev: Luca Marangoni: Luca.MARANGONI@ec.europa.eu

TL

In the framework of a possible strategic shift in DGDev's allocation of ODA to Developing Countries,

Team Leader in a 6 months research programme focusing on "Private Sector IN development" (not PSD)

and private sector engagement tools. Comparative study of Private Sector's and ODA's Strategies for

Development projects, administrative modes and instruments, clustering of target Countries, analysis

of existing ODA partnerships with Enterprises (PPPs, CSR, Joint Programmes, Partnerships, Trust Funds, etc..). Proposal of new instruments using Private Sector partners

mai 2010 / août 2010	<p>World Bank & French Post Office</p> <p>TL</p> <p>2 m€</p> <p><i>Following acceptance by Afghan Parliament of expert's report written in 2006 for UPU, establishment of a Business Plan and capacity-building project outline for the World Bank. Analysis of entire existing Afghan Post Office structure, HR & operational capacity and financial situation. Proposals for a broad spectrum of new activities and digital or phone-based services, rebuilding Infrastructure & HR skills, leading to eventual corporatisation. Special emphasis on avoiding macroeconomic dependence on illicit opium production.</i></p>
nov. 2009 / févr. 2010	<p>SYRIA</p> <p>EU / SEBC (ACE: pubeda@acecomex.com)</p> <p>TL</p> <p>1 m€</p> <p><i>National Competitiveness Strategy design. Extensive study of macro-economic and business environment (Agriculture, Industry, Trade); identification of strategic priorities for reform; consensus building on major bottlenecks to economic liberalisation and economic development; proposal of possible strategic options, including designing free-trade areas and incubators A2F for start-up enterprises and industrial clusters.</i></p>
févr. 2009 / mars 2009	<p>Senior Trainer</p> <p>BELGIUM CGSP</p> <p><i>Several training sessions for the National College and for the regional management of the Belgian Civil Servant's Trade Union on the theme of the use of psychological profiling (MBTI instruments) and other Negotiations techniques in the framework of national trade union negotiations.</i></p>
oct. 2008 / nov. 2008	<p>CHINA</p> <p><i>Private clients from Lebanon & Syria (led by South Lebanon CACI: khammoud@southbic.org)</i></p> <p>TL</p> <p><i>For an informal grouping of industrial SMEs, Chambers of Commerce & Agriculture and trade support institutions in Europe and the Near East, research into trade and sub-contracting opportunities with Chinese SME. Establishment of preliminary business contacts in Guangzhou (Canton) International Trade fair and Shanghai Permanent Trade Fair. Particular focus on Agro-industry, food products, medical supplies, cloth & fabric, furniture as well as arts & crafts.</i></p>
sept. 2008 / oct. 2008	<p>SYRIA Central Bank /EU</p> <p><i>Evaluation of the Central Bank's "Bank Training Centre" Communication Strategy, and planning / implementation for communication policies and processes. Preparation & Project Management for the BTC's Opening Ceremony: design, logistics and organisation.</i></p>
juin 2008 /	<p>Expert</p> <p>LEBANON EU: Transtec, El-Assaad Mohanad, +32 2 266 49 50</p> <p><i>Preparation and moderation for a Workshop presenting the Inception Report for a PPP: Vocational Training & Education School in the Bekaa Valley. Work on SME needs with the Lebanese Syndicate of Agro-food Industry, Project Management team and the Ministry of Education on the LogFrame, OWP & AWP.</i></p>

mai 2008 / sept. 2011

Assistant Project Manager

Lebanon & MEDA region

Part of Vitech team in charge of the follow-up and management of the EU's FP7 Research Gant

programme (International Scientific Cooperation throughout MEDA). Tasks:

Identification,

administrative support and management of Proposals from Universities, Agricultural Research

institutions, Food Laboratories and Agro-Business firms for Project funding) in the MEDA region.

Vitech is responsible for the FP7 dissemination activities and the administrative management of the

Programme in Lebanon, Syria and Palestine, as well as for the FP7's specific "Farm to Fork"

component and is additionally in charge of the MEDA Region newsletter.

mars 2008 / juin 2008

Commercial

EU Overseas Countries & Territories (OCTs)

EU: HTSPE, Adam Pierchala ; adam.pierchala@htspe.com

Economist

Six-person mission to evaluate the EU's Overseas Association Decision (OAD) and prepare future

evolution of the business environment, regional value-chains, trade, socio-economic, political, and

financial relation between the EU, the Member states (UK, France, Denmark, Netherlands) and their

overseas Countries and Territories (SIDS). Intensive desk research on the political, commercial,

economic and legal situations of the 20 OCTs (Aruba, St Kitts & Nevis, St Pierre et Miquelon,

Mayotte, Greenland, French Polynesia, Dutch Antilles, Falklands, St Helena, New Caledonia, Caiman

Islands, Bermuda, etc..). Mission was carried out in all concerned Member States, and with

collaboration of stakeholders from the EC and OCTs. Strong focus on agricultural (regional label

certification) and fisheries exports to EU.

févr. 2008 /

Commercial

FRANCE

Economist

Permanent part-time service contract for an international Law Firm in Paris: consultancy work on the

economic, contractual and legal aspects of international projects and contracts. Tasks include

contract review for work on large energy contracts and business linkages for Cuba and Venezuela,

analysis of the economics of commercial agreements, and ADR in the framework of several business

transactions.

janv. 2008 / mars 2008

Assistant Project Manager

ECOWAS COUNTRIES

1 m€

Participation in the planning, organisation and moderation of the 1st NEPAD Business Group Forum

(over 450 Participants from all Africa) on Regional Economic Integration and private sector

engagement. Issues approached: Regional and export trade, Country specialisation, legal and

practical barriers to trade, freight transport problems, Good Governance issues, Customs and

logistical problems, Agricultural production and transformation industries, Food Security, Power

grids and pipelines, Mining.

Extensive Six-week Macro-economic study and production of a high-level Economic Report on ECOWAS

(CEDEAO) Regional Economic Value-chain Integration and Business Opportunities.

During the

International Forum, Public Presentation of the Report and Moderation of the Forum's working Groups.

août 2007 / déc. 2008	<p>LEBANON</p> <p>EU: TraDnstec, El-Assaad Mohanad, +32 2 266 49 50</p> <p>TL</p> <p>15 m€</p> <p>Team leader group of group of 10 experts in the framework of Grant Management of EU-Lebanese Industrial Modernisation Programme (ELCIM). Additional responsibility for managing several ELCIM clients and a number of projects (International Trade Fairs, Marketing and Trade development missions, Industrial Improvements etc..)</p>
août 2007 / sept. 2007	<p>Senior Trainer</p> <p>SYRIA HIBA Transtec, El-Assaad Mohanad, +32 2 266 49 50</p> <p>Launch of a Management Training Centre for adult education and VET. Design and operations management, curriculum development, ToT.</p> <p>Series of Teacher's training courses for Future HIBA teaching staff, preparing them to their Master's and PhD in Europe.</p>
juil. 2007 / sept. 2008	<p>Member Management team</p> <p>LEBANON SouthBIC / Saida Chamber of Commerce / USAID</p> <p>Member of the Strategic Management Team of a large incubator for industrial SMEs: "Saida and Southern Lebanon Business Innovation Center", funded by the Chamber of Commerce and Agriculture and USAID.</p> <p>Construction and establishment of a large Business Incubator (20000 m²) largely dedicated to Food processing and Agro-industry (8000 m²) and a laboratory for food safety / HACCP</p> <p>May - June '07</p> <p>(2)</p> <p>ITALY / FRANCE</p> <p>Private Client: Consulting-Positions, Franck Janet, 3056004408</p> <p>TL for Italy</p> <p>4 m€</p> <p>Productivity project for a large sailing boat manufacturer.</p> <p>Focus on improving efficiency and reducing cost of the purchasing and procurement department:</p> <p>Contract Review and Negotiation, Inventory reduction, Economic Order Quantities (EOQ), stock control etc..</p>
janv. 2007 / févr. 2007	<p>Project Manager</p> <p>LEBANON EU : Transtec, El-Assaad Mohanad, +32 2 266 49 50</p> <p>Organisation, under the auspices of an EU-Lebanese Industrial Modernisation Programme, of four international study visits (to over 6 EU Member states & Pre-accession countries) for Directors of Chambers of Commerce & Agriculture and senior BSI Officials. Strong focus on export industries and "Lebanese Regional labelling"</p>
août 2006 / sept. 2006	<p>EQUATORIAL GUINEA EU EDF: IBF, Marion Le Bouich, +32(0)22370900 TL</p> <p>9 m€</p> <p>Team leader for of preparation of logframe (including ulterior evaluation criteria and KPIs, components, contents and financial proposal for the 9th EDF in E.Guinea. Fields of intervention aimed at Civil Society, women r m ight, Regional integration / trade and APE, support to Parliamentary institutions, justice and judiciary, constitutional law, social (health and education) statistics.</p>
avr. 2006 / mai 2006	<p>Commercial</p> <p>AFGHANISTAN Universal Postal Union (Berne, Switzerland) Bruno Rosellini</p> <p>TL</p> <p>3 m€</p>

Business continuity management project : prepare a complete organisational restructuring, analysis and evaluation of the Afghan Post Office's present marketing, HR, organisational, commercial and regulatory situation, and definition of a number of possible and realistic strategies for the rehabilitation of its postal services and the development of new services (EMS, money transfer, micro-credit, insurance, voting facilitation, etc)

janv. 2006 / févr. 2006	<p>EGYPT USAID: J.E Austin Associates, Joyce Lamoreux, +1(703)</p> <p><i>Evaluation of the major USAID Agribusiness support programme, dedicated to private sector engagement in establishing new businesses and collective incubators (including access to finance) to ensure poverty alleviation and employment for horticulture and livestock small farmers in Upper Egypt. Local and macro economic Impact assessment, basic numerical evaluation of claimed achievements, study of all contractors' methodologies and procedures, analysis of effectiveness and sustainability (Legacy) of results.</i></p>
oct. 2005 / nov. 2005	<p>DG</p> <p>BRUSSELS DG ECHO: DG ECHO, EU</p> <p><i>TL</i></p> <p><i>1 m€</i></p> <p><i>Administrative Evaluation of 170 NGO ECHO partners, based on a case-by-case study of administrative capacity and compliance with EC requirements for Procurement, Legal and Accounting Procedures and Practices, Fund allocation and other issues. Design and application of a complete evaluation methodology, using a data base and an integrated statistical analysis tool.</i></p>
avr. 2005 / nov. 2005	<p>Senior Trainer</p> <p>SYRIA HIBA (Higher Institute for Business Administration)</p> <p><i>Series of Management training courses and simultaneous training of trainers in the framework of a national MBA diploma. Disciplines: HRM leadership, public speaking & presentation, verbal and written Communication, negotiations.</i></p>
févr. 2005 / oct. 2005	<p>ALL MEDA COUNTRIES European Union: HTSPE, Adam Pierchzala</p> <p><i>Team Member</i></p> <p><i>Project identification and design for 20 M€ multilateral programme on legal & regulatory alignment concerning all trade and commerce issues for 9 MEDA countries (South-South and North-South), based on existing EU Strategies: Euro-Mediterranean free trade area, Neighbourhood Policy and negotiated "Action plans".</i></p> <p><i>The scope of work included:</i></p> <p><i>A) Market issues:</i></p> <p><i>Free Circulation of People, Goods & Services, Public Procurement & Contracts, Capital investment & repatriation of profits, Intellectual and industrial Propriety Rights, Competition law, Customs & Certificates of Origin, Tax, Veterinary and Phyto-Sanitary, Consumer Protection, Industrial Policies, Value-chain integration, Transport, Energy, Electronic Communication, Environment</i></p> <p><i>B) Continuation of Euro-Mediterranean Free-Trade Area:</i></p> <p><i>Regional economic integration, Customs (Legislation & Procedures, ICT usage, Administrative simplification & reform, ASYCUDA, SAD, Rules of Origin), Trade Facilitation (Legislation and procedures, Administrative Cooperation, Standardization & Lab Accreditation, Conformity assessment), Free Trade (capital & services, including agricultural)</i></p>

oct. 2004 / nov. 2004

Senior Trainer

SYRIA European Union: TRANSTEC: El-Assaad Mohanad, +32 2 266 49 50
Set-up and organisation of a workshop and negotiation round table, aimed at reconciliation between the EU Delegation and relevant Ministries about an EU co-funded Project to establish a higher education and MBA Institute. Task include mediation between the parties and moderation during the workshop.

sept. 2004 / oct. 2004

Senior Economist

YEMEN European Union: Proman S.A Hilde Cornelissen, +3522546841
Team member, dedicated to Organisational development and HRD issues on a Capacity-building project for the national Social Development Fund organisation aimed at water harvesting, storage and repartition in agricultural areas. Specific tasks: develop mission methodology for Capacity evaluation, identify Training Needs to lay out a training policy, design templates and interview formats, conduct organisational capacity analysis through head office work and field visits to most Branch offices. Strong dimension of pro-poor and pro-female revenue generation.

May-June '04

(2)

SYRIA

European Union

TL

1 m€

Design of a number of strategic options and macro-economic policies to develop the efficiency and scope of business incubators, free-trade zones and Business Support Institutions (public sector) / Business Support providers (private sector), preparing the transition of the EU BSI and SME-credit Project. Task included intensive survey of SMEs and agro-businesses and critical analysis of existing organisations, as well as study of best practices from existing IMC and PSD projects.

Feb-Mar. '04

(2)

EGYPT

Government of Egypt:

TL

3 m€

Establishing options for the future network structure of business incubators, A2F institutions, BSPs and BAS throughout the country, including pastoral and rural areas. Design of the legal and administrative structure of the apex organisation, as well as its mandate. TORs included defining the scope and nature of its advisory services and the credit allocation and voucher system for subsidised funds.

août 2003 / oct. 2003

EGYPT European Union / Government of Egypt TL

5 m€

Re-engineering and definition of a strategy for one of the four departments of a large project (450 M€), dedicated to Industrial modernisation. Mission objective: audit the organisation , identify and layout possible strategic orientations for the coming years, pending the end of EU financing, design and propose new component project structure. Tasks included: data analysis of the organisation's activities and its internal organisation , search for "market" competences and capacity, identification of potential local and international partners, structural re-organisation.

août 2003 /

Team Member

ALGERIA USAID / Hewlet Packard

Design phase for a "digital business village" network linking the local University, rural enterprises, business centre for SMEs and a number of public administration organisations.

Tasks included meeting with potential business and political partners both in Europe and in Algeria, design of structure and methodology for the project management, selection of recipient municipality and local NGOs.

févr. 2003 / juil. 2003

Team Member

MOROCCO UNICEF / WATER-FORCE, Générale des eaux (Veolia)

With the water supply and irrigation team, setup and project management and monitoring for a "water supply rehabilitation" programme in the Rif region around Tangiers.

The project is funded by Veolia, UNICEF Maroc, UNICEF France, private funds from Regions and municipalities in Europe. Responsibilities covered: project management for the main group of donors, design of monitoring methods and tools, search for additional donors and negotiating of the legal and contractual multilateral agreements.

déc. 2002 /

Private client

JORDAN / SYRIA

Brief evaluation and fact-finding mission, with European and Lebanese experts, to study the irrigated agricultural production and business parameters and logistical constraints for the export of semi-processed agro-industrial materials to the EU.

mars 2002 / déc. 2002

TL and manager of audit expert team

LEBANON EU / MEDA

3 m€

Over thirty general audits (average of one-week each) of food & agro-industrial industry SMEs applying for EU-funded TA (ELCIM).

Design of diagnostics & evaluation tools and procedures for TA project: diagnostics of industrial companies applying for EU-funded TA. Evaluation report and TOR writing for all TA generated (over 150 TORs)

Objectives: identify and prioritise any possible TA needs, to allow firm to become more competitive prior to EU-MEDA free-trade agreement.

Main focus on strategy, marketing, export, productivity, HACCP, ISO 9000, GMPs

sept. 2001 / mars 2002

Project design expert

LEBANON E.U. DGI (MEDA)

Project design for National Strategy for Industrial SME development : mission to establish a turn-key Industrial Development Programme to help re-build the post-war SME / SMI structure in Lebanon. Defining macro-economic and political objectives and design. Methodology, project scope and procedures. The TORs included a large element of institution-building and training.

août 2001 /

Senior training manager

SRI LANKA USAID

Strategic study for the entire tea growing and processing sector of the island. Search for agricultural bottlenecks, credit & access to finance issues, processing and marketing constraints,

marketing with regional labelling and opportunity for international strategic partners. Responsibilities focused on the long-term commercial and marketing strategies, investment and human

capital policies. Work included negotiations with different sub-sectors (growers, brokers, exporters) to promote improved cooperation and research of "cluster models" in other

mai 2001 /

countries.

Private client

SERBIA / MONTENEGRO

TL

Feasibility study for a hydrology project involving market study, logistical analysis, and export potential for a geothermal water supply. Evaluation of value-chain of medical tourism and of business potential (ex. greenhouse development) and exploration of revenue generation for agro-business partners and the local municipality.

Apr. '99

(1)

VENEZUELA

Private Client: Hacienda y Ganaderia Hernandez-Mosqueda, San Carlos, Estado Cogedes Economist

Marketing and logistics study for export of high value-added fresh tropical fruit to European, Japanese and US markets. Basic scan of production and harvest GMPs and product suitability.

juin 2000 / févr. 2001

Acting Director

ARUBA E.U. DG8

2 m€

By interim, Acting Director of the VET Management Training Institute, tasks : administrative, procurement and managerial, as well as relations with Government NAO & EU Delegation. Management

training Project for the Public service and the private sector : Objective : increasing capacity and national self-sufficiency in Management by high-level training & consultancy.

Responsibilities :

designing training seminars , conferences and courses, marketing the Institute and its services,

carrying out training and consultancy (internal & external), using media to expand public coverage, preparing ISO 9000.

juil. 1998 / août 1998

Team Member

MADAGASCAR USAID: Landell Mills, David Uglow, +44(0)

Training project impact evaluation. Evaluation of impact, both macro-economic and on recipient

financial institutions (Central Bank of Madagascar and savings banks), of a 5-year Technical

assistance and training program funded by USAID, Swiss Aid and World Bank.

mars 1997 / avr. 1998

Team Member

ARUBA E.U. DG1

Conception and design of a five year project to set up a management improvement and training centre

in a Business incubator for the tourism & catering industry.

Project objective: increasing capacity and national self-sufficiency in Management by high-level training & consultancy.

nov. 1996 / mars 1997

DG

TUNISIA EC DG 1 MEDA

TL

Audit of the FIAP (training and professional competence) programme. Evaluation of administrative and

macro-economic effectiveness and efficiency. Exploratory, Monitoring & Evaluation: support to

national vocational private SME training institution.

Background: Poverty Alleviation, Decentralisation and Social Infrastructure.

/

Senior Trainer

Feb -April 10 (3) FRANCE

Private Client: name withheld (Laurence Peschel: lape8@yahoo.com, l.peschel@l2bw.com

Senior Trainer
For a world-wide logistics and handling French company, design of a major training project for management capacity upgrade of a 300-person group of high-potential managers. Close collaboration on the company's strategic issues in terms of interregional linkages, hinterland and "corridor" trade patterns in Africa, development of PPPs and BOT contracts in commercial ports and airports, integrated logistical services with isolated regions.

/ YEMEN (Aden / Paris French Min F.A. / Mr. Chatillon, SuperNova)
alexandre.chatillon@super-novae.org
TL for economic / employment data analysis
Methodological conception, survey / interview design and in-depth data statistical analysis study
for a "Youth & Female employment facilitation programme" in post-conflict South Yemen. Objective is to ensure optimum conformity between private sector labour-market characteristics / needs and form and substance of French-funded programme.
Specific focus on youth unemployed populations in urban or peri-urban settings and /or demobilisation / insertion of young people excluded long-term from job market and decent employment.
Focus on ensuring the programme's impact through using existing training / capacity-building suppliers and identifying key hiring factors / bottlenecks.

/ **Deputy Team Leader / Facility MSME expert**
AFRICA, S&E NEIGHBOURHOOD, CENTRAL ASIA PROPARCO / AFD / EU Danny-Smith@ltsi.co.uk
12 m€
Design and implementation of a 4-year TA Facility for Financial Institutions and development Banks :
COVID-19 Emergency Response Technical Assistance Facility. Target : Sub-Saharan Arica, EU
Neighbourhood East and South. Using a large team of experts to address on-demand technical assistance and business continuity management. Tasks include : improve MSME lending capacity
development, support to financial institutions (FIs) (operations, risks, HR, organization, IT management), crisis management, business linkages, Training and coaching and non-financial services
to MSMEs, business development of FIs, facilitation and communication.

/ **Project Manager**
FRANCE Md Distribution FRANCE
Corporate study for acquisition / re-engineering of a water management firm in France. Work with the purchasing party, legal team and accountants to identify existing corporate weaknesses, process / infrastructure technical flaws and potential operational risks.

DIPLOMES ET FORMATIONS

sept. 1994 / juin 1996	MSc. (Business Management and Economics) - BAC+4 Krannert Business School, Purdue Univ. (USA)
sept. 1994 / juin 1996	M B A - BAC+4 ESC Rouen, France
sept. 1983 / juin 1984	Licence, History (Law as minor), full honours - BAC+4 Sorbonne, Paris
sept. 1982 / juin 1983	- BAC+3 Institut d'Etudes Politiques, Paris
sept. 1981 / juin 1982	History and Econometrics

COMPETENCES

Information analysis, data analysis, data base, IT management, e-payment

COMPETENCES LINGUISTIQUES

Anglais	Courant
Espagnol	Professionnel
Allemand	Elémentaire
Italien	Professionnel
Français	Courant
Arabe	
Roumain	