

**SPECIFIC CONTRACT No 1**

**implementing Framework Contract No MARE/2011/01 "Evaluation and impact assessment activities for the Directorate-General for Maritime Affairs and Fisheries" - Lot 1 "Retrospective and prospective evaluations on integrated maritime policy" SI2.**

The European Union (hereinafter referred to as "the Union"), represented by the European Commission (hereinafter referred to as "the Commission"), which is represented for the purposes of the signature of this contract by Bernhard Friess, Director, Directorate C, Directorate-General for Maritime Affairs and Fisheries,

of the one part,

and

**COWI Belgium SPRL**

Official legal form: private limited liability company (société privée a responsabilité limitée)

Statutory registration number: 0472.972.493

Official address: Avenue de Tervuren, 13B,  
1040 Brussels,  
Belgium,

VAT registration number: BE 472,972.493

in consortium with

**COWI A/S**

Official legal form: private limited company (aktieselskab)

Statutory registration number: 44623528

Official address: Parallelvej 2  
2800 Kongens Lyngby  
Danmark

VAT registration number: DK 44623528;

**BIO Intelligence Service SAS**

Official legal form: société par actions simplifiée,

Statutory registration number: 950 576 405,

Official address: 20-22 Villa Deshayes,  
75014 Paris,  
France,

VAT registration number: FR 37950576405; and

**Ernst & Young et Associés**

Official legal form: société par action simplifiée à capital variable,

Statutory registration number: 449 142 348,

Official address: Faubourg de l'Arche,  
11, allée de l'Arche,  
92400 Courbevoie,  
France,

VAT registration number: FR 56 449 142 348.

Handwritten signatures and initials in the bottom right corner of the page. There are three distinct marks: a large stylized signature, the initials 'MK', and the initials 'IWS'.

hereinafter referred to as "the Contractor"<sup>1</sup>, represented for the purposes of the signature of this contract by Mr Zayat Rahaël, Managing Director of COWI Belgium SPRL,

the parties identified above and hereinafter collectively referred to as "the Contractor" shall be jointly and severally liable vis-à-vis the Commission for the performance of this contract,

of the other part,

HAVE AGREED

### **ARTICLE III.1: SUBJECT**

**III.1.1** This specific contract implements Framework Contract No MARE/2011/01 Lot 1 signed by the Commission and the Contractor on 27 April 2012.

**III.1.2** The subject of this specific contract is a study to support impact assessment of marine knowledge 2020. This specific contract relates to Lot 1 of the Framework Contract.

**III.1.3** The Contractor undertakes, on the terms set out in the Framework Contract and in this specific contract and the annexes thereto, which form an integral part thereof, to perform the following tasks specified in Annexes A and B.]

### **ARTICLE III.2: DURATION AND PLACE OF PERFORMANCE**

**III.2.1** This specific contract shall enter into force on the date on which it is signed by the last contracting party.

**III.2.2** The duration of the tasks shall not exceed **8 months**. Execution of the tasks shall start from date of entry into force of this specific contract. The period of execution of the tasks may be extended only with the express written agreement of the parties before such period elapses.

**III.2.3** The tasks shall be carried out in accordance with the Terms of Reference set out in Annex A and the Approved Contractor's proposal for the required tasks set out in Annex B.

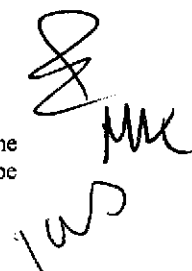
**III.2.4** The place of performance of this specific contract is established in Annex B.

### **ARTICLE III.3: PRICE**

**III.3.1** The total amount to be paid by the Commission under this specific contract shall be EUR 449,814 (four hundred and forty nine thousand eight hundred and fourteen) covering all tasks executed.

For Contractors established in Belgium, the provisions of this contract constitute a request for VAT exemption No 450, provided the Contractor includes the following statement in his invoice(s): "Exonération de la TVA, article 42, paragraphe 3.3 du code de la TVA" or an equivalent statement in the Dutch or German language.

<sup>1</sup> In the case of a joint offer and provided the invitation to tender so specifies, the following clause should be added below the identification of the parties: "The parties identified above and hereinafter collectively referred to as 'the Contractor' shall be jointly and severally liable vis-à-vis the Commission for the performance of this contract".

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## **ARTICLE III.4: INVOICING AND PAYMENT ARRANGEMENTS**

### **III.4.1** Invoices shall be sent to:

European Commission  
Directorate-General Maritime Affairs and Fisheries  
Mr Mark Johnston  
Unit F.1 "Budget, public procurement and control"  
Office: 05/15...  
B-1049 Brussels  
E-mail: [Mark.Johnston@ec.europa.eu](mailto:Mark.Johnston@ec.europa.eu)

**III.4.2** Payments shall be made to the Contractor's bank account mentioned in Article 1.6 of the framework contract. Payments shall be deemed to be effected on the day on which the commission's account is debited.

### **III.4.3** Payments arrangements:

Payment to a maximum amount of **EUR 449,814** (four hundred and forty nine thousand eight hundred and fourteen) shall be made with the following instalments:

- Interim payment of **EUR 134,944** (one hundred and thirty four thousand nine hundred and forty four) representing 30% of the total amount of this specific contract after the acceptance of the interim report;
- Balance payment of **EUR 314,870** (three hundred and fourteen thousand eight hundred and seventy) representing 70% of the total amount of this specific contract after the acceptance of the final report.

A request for interim or the balance payment by the Contractor shall be admissible if accompanied by:

- the relevant technical report drawn up in accordance with the detailed instructions laid down in Annex A;
- the relevant invoices, duly established and indicating the reference number of the Framework Contract and of the Specific Contract to which they refer

provided the above documents have been approved by the Commission.

The Commission shall have **45 days** from receipt to approve or reject the relevant technical reports, and the Contractor shall have **20 days** in which to submit additional information or a new report.

Within a maximum of **30 days** of the latest of the following dates:

- the date of receipt of the relevant invoices;
- the date on which the documents accompanying a request for payment are approved by the Commission

the payment corresponding to the relevant invoices shall be made.

  
MK  
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**ARTICLE III.5: ADMINISTRATIVE PROVISIONS**

**III.5.1** The persons responsible for implementing this specific contract are:

**For the Commission:**

Technical and administrative questions

European Commission  
Directorate-General Maritime Affairs and Fisheries  
Mr Iain Shepherd  
Unit C.1 "Maritime policy Atlantic, outermost regions and Arctic"  
Office: J99 02/055  
B-1049 Brussels  
E-mail address: [iain.shepherd@ec.europa.eu](mailto:iain.shepherd@ec.europa.eu)

**For the Contractor:**

Contractor:

Mr Zayat Raphaël,  
Managing Director  
COWI Belgium SPRL  
Avenue de Tervuren, 13B  
1040 Brussels  
Belgium  
E-mail: [COWI@cowi-belgium.com](mailto:COWI@cowi-belgium.com)

**ARTICLE III.6: ANNEXES**

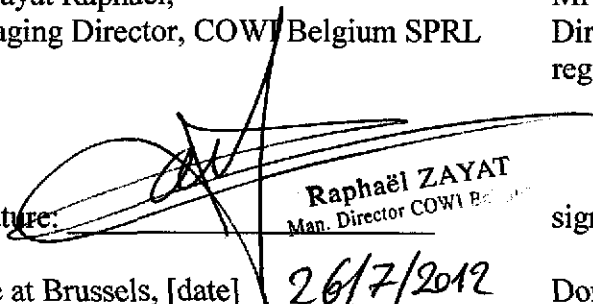
- Annex A** – Terms of Reference for the Specific Contract
- Annex B** – Approved Contractor’s proposal for the required tasks
- Annex C** - Declaration of honour with respect to absence of conflict of interest

**SIGNATURES**

For the Contractor,  
Mr Zayat Raphaël,  
Managing Director, COWI Belgium SPRL

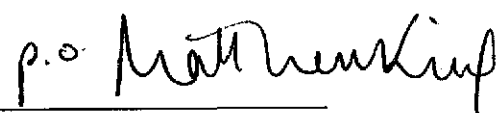
For the Commission,  
Mr Bernhard Friess, Director,  
Directorate C (Atlantic, Outermost  
regions and Arctic)

signature:



**Raphaël ZAYAT**  
Man. Director COWI Belgium SPRL

signature[s]:



Done at Brussels, [date]

26/7/2012

Done at Brussels, [date]

3.8.2012

In duplicate in English.

WD



## **TERMS OF REFERENCE FOR STUDY TO SUPPORT IMPACT ASSESSMENT OF MARINE KNOWLEDGE 2020**

### **1. OBJECTIVE**

The objective is to provide background knowledge and analysis that will support the impact assessment that will follow the Green Paper on Marine Knowledge 2020 to be adopted in summer 2012.

It will build on the impact assessment<sup>1</sup> carried out in the framework of the 2010 Marine Knowledge 2020 Communication<sup>2</sup>. In particular it will

- (1) determine current practice in Member States
  - (a) facilitating the use of marine data in the licensing process and
  - (b) re-using marine data assembled for the purposes of undertaking the licensed activities
- (2) assess options for a sustainable governance of marine knowledge in the EU
- (3) provide estimates of the cost of data required to meet the requirements of the Marine Strategy Framework Directive and serve the offshore wind energy industry
- (4) identify how better marine knowledge could promote innovation
- (5) evaluate the benefits of reduced uncertainty in behaviour of the sea
- (6) assess options for governance of the European Marine Observation and Data Network
- (7) determine the most appropriate legal basis for a Directive or Regulation on marine knowledge

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<sup>1</sup> European Marine Observation and Data Network Impact Assessment, 8.9.2010, SEC(2010) 998

<sup>2</sup> Marine Knowledge 2020: marine data and observation for smart and sustainable growth, 8.9.2010 COM(2010) 461

The background knowledge provided by this study will complement other sources of information, such as the original impact assessment, the studies that contributed to that assessment, as well as other studies such as the one for Blue Growth<sup>3</sup>.

## 2. MARINE DATA IN THE LICENSING PROCESS

### 2.1. Questions to be answered

#### 2.1.1. *Facilitation of use of marine data*

- (1) Do potential operators of licensed activities mentioned in point 2.2 pay for meteorological, bathymetric or geological<sup>4</sup> data when preparing their application for a licence?
- (2) Would they request more data (ie. higher resolution in time or space<sup>5</sup>) if it were substantially cheaper or easier to access.

#### 2.1.2. *Re-use of marine data assembled for undertaking licensed activity*

- (3) Is the licensee obliged to hand over to public authorities the data collected or acquired in order to plan, develop or engage in the licensed activities mentioned in point 2.2.?
- (4) If the answer to previous question is "yes"
  - (a) Does the obligation depend on any special circumstances? closeness to marine protected areas or economic value of activity for instance
  - (b) What types of data are concerned? For instance physical, chemical, biological, acoustic measurements of water column, and sediments?
  - (c) Does the obligation only cover data collected by the project or also those acquired from third parties?
  - (d) Does the obligation cover all phases of the project? siting, design, construction, operation?
  - (e) What is the legal basis of this obligation?

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<sup>3</sup> Blue Growth: Scenarios and drivers for Sustainable Growth from the Oceans, Seas and Coasts DG-MARE study . MARE/2010/01

<sup>4</sup> These three categories of data were chosen because they are those that generally have the most restrictive usage conditions

<sup>5</sup> Higher resolution time means for instance hourly wind records rather than daily. Higher resolution in space means, for instance, a digital terrain model with 5 metres resolution rather than 100 metres.

- (f) Does the legal basis cover all national territory in the same way or are there regional differences?
  - (g) Are there plans to modify this obligation?
  - (h) Do the data need to be transferred to any particular timetable?
  - (i) Do the data need to be transferred in any particular format?
  - (j) If the answer to the previous question is "yes"
    - What format is specified?
    - Does it comply with INSPIRE<sup>6</sup>?
  - (k) Who manages the data once it has been passed to a public authority?
  - (l) Are any restrictions placed on re-use of these data? (for instance is any distinction made between academic use, public authority use or commercial use)
  - (m) How does public authority make the data available? (by request?, through internet?)
  - (n) What feedback has been provided by users of the data?
  - (o) Are there any exceptions for small and medium enterprises?
  - (p) Is it burdensome to comply with this legislation?
  - (q) What costs are incurred by the licensee in provision of the data and the public authority in management of the data?
- (5) If the answer is "no"
- (r) Are there any plans to introduce such a requirement?

## 2.2. Types of human activity covered

The marine and coastal activities to be covered are:

- (1) Aquaculture
- (2) Renewable energy
- (3) Minerals extraction (including sand gravel)
- (4) Oil exploration

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<sup>6</sup> Directive 2007/2/EC of the European Parliament and of the Council of 14 March 2007 establishing an Infrastructure for Spatial Information in the European Community (INSPIRE) 14.03.2007

- (5) Oil exploitation
- (6) Port, harbour or marina development
- (7) Cable and pipeline laying

### **2.3. Geographical Coverage**

All EU coastal states plus Croatia, Norway and Iceland. Where the practice varies regionally then each region should be covered separately.

## **3. COST OF DATA FOR MARINE STRATEGY FRAMEWORK DIRECTIVE**

### **3.1. Questions to be answered**

- (6) How much effort will Member States spend up to 2020 on data acquisition, management and dissemination (including enabling access to the Commission and the European Environment Agency) in meeting the requirements of the Marine Strategy Framework Directive (includes physical, chemical and biological data on environment, pressures and their impacts and on human activities)? This should be expressed both in terms of full-time equivalent manpower and in terms of euros.
- (7) How much of this cost is assembling existing data (i.e. data already collected, or being collected for other purposes)?
- (8) How much will be spent on collecting new data (i.e. data from new monitoring and survey programmes that would not have been collected without the Marine Strategy Framework Directive needs)?

### **3.2. Geographical Coverage**

All EU coastal countries plus Croatia

## **4. COST OF DATA FOR OFFSHORE WIND FARMS**

### **4.1. Questions to be answered**

- (9) What marine data will be required for planning, building and operating offshore wind farms in Europe up till 2020?
- (10) How much will be spent collecting, purchasing, assembling and processing these data?

### **4.2. Geographical Coverage**

All EU coastal countries plus Croatia, Norway and Iceland



## **5. LEGAL BASIS OF REGULATION OR DIRECTIVE**

Maritime Policy does not have an explicit legal basis under the Lisbon Treaty. However a Regulation or Directive on marine knowledge meets objectives for environment, research, industry, transport, fisheries etc.

### **5.1. Questions to be answered**

- (11) What legal basis could be used for a Directive or Regulation on marine knowledge that meets several objectives? Are there any examples?

## **6. INNOVATION FROM MARINE DATA**

### **6.1. Questions to be answered**

It can be notoriously difficult to determine what innovative new services might develop if marine data were more readily available. However, concrete examples can be useful to illustrate possibilities. Assuming that historic and real-time data were available on parameters such as chemical pollution, non-native species, coastal erosion, storm intensity etc what services based on these and other data

- (12) might reduce risks for aquaculture producers?
- (13) might enable insurance companies in coastal regions to provide a better assessment of risk?
- (14) could support a longer season for coastal tourism?
- (15) could help the bio-economy discover new products (pharmaceuticals, enzymes, cosmetics etc)

### **6.2. Format**

Three examples of possible services in each of these four cases case should be provided. The contractor should then provide three more examples for a fifth case to be chosen by the contractor.

They should include a short description of the service, the type of data required, the feasibility of the service with current, emerging or future technology and an estimate of the size of the market.

## **7. REDUCTIONS IN UNCERTAINTY**

The impact assessment for Marine Knowledge 2020 estimated that a reduction in uncertainty of future sea-level rise of 25% could save Europe €100 million a year in terms of coastal defence work.

### 7.1. Questions to be answered

- (16) The contractor should provide three more examples of the economic benefits of reduced uncertainty in the behaviour of the sea or the state of the seabed and marine life.

## 8. OPTIONS FOR GOVERNANCE OF EUROPEAN MARINE OBSERVATION AND DATA NETWORK

The "Marine Knowledge 2020 Communication" raises the issue of a secretariat for the European Marine Observation and Data Network. An ideal secretariat would (1) deliver an annual work programme to achieve a set of objectives.(2) negotiate approval of the work programme with a "governing board" (3) implement the work programme in a way that is compatible with the EU's Financial Regulation.

- (17) How would such an arrangement work? Are there any examples (other than EU Agencies)?
- (18) Could it be done through the Joint Programming Initiative on Healthy Seas and Oceans? Or through the Joint Research Centre? Or through an executive agency? Or through a public-private partnership? What would be the costs and benefits in each case?

## 9. TIMETABLE

The work should be done according to the following timetable:.

T0	Start of project
Before one month	Kick-off meeting where draft work plan is presented
Within 2 weeks of kick-off	Inception report detailing work plan following kick-off meeting
Two and three months after start of project	Two-page progress reports to be discussed with DG-MARE staff
Four months after start of project	Interim report and Access database. The interim report should have the layout of the final report. The contents should include full answers to all the questions. The period after this report will allow different stakeholders to provide feedback, comments and additional materials.
Within seven months	Presentation of results to Marine Observation and Data Expert Group and Member States Expert Group for Maritime Policy..
After eight months	Final Report

## 10. DELIVERABLES AT END OF PROJECT

- (1) Final report in English in Microsoft Word format. It should include:
  - (a) complete answers to the questions. For question (1) to (10) the answers should be disaggregated according to the country or region concerned and for the whole of the EU. For questions (1) to (5) they should be disaggregated according to the industrial sector. The answers to the questions should include a complete reasoning and estimation of precision.  
  
Clearly not all the data to answer the questions will be immediately available within the time and budget constraints of this project. Where this is the case, proxies or extrapolation or other methods should be used to develop a best estimate.
  - (b) tables or diagrams suitable for presenting on web or as powerpoint presentations
  - (c) complete list of references
  - (d) a 10-page executive summary that should be comprehensible to a reader who does not have a specific knowledge of the subject matter.
  - (e) no personal data unless permission has been specifically granted for their publication
- (2) Microsoft Access database including results in tabular form suitable for re-analysis

## 11. BUDGET AND PAYMENTS

The maximum budget for this study is €450,000. Half will be paid on acceptance of the interim report and half on the final report.



JULY 2012  
DG MARE

# Study to support impact assessment of marine knowledge 2020

TECHNICAL AND FINANCIAL PROPOSAL

JULY 2012

FRAMEWORK CONTRACT REFERENCED:  
MARE/2011/01 LOT 1 MARITIME POLICY

THIS PROPOSAL WAS SUBMITTED BY THE CONSORTIUM COMPRISING:

- › COWI
- › Ernst and Young
- › BIOIS



**COWI**

JULY 2012  
DG MARE

## Study to support impact assessment of marine knowledge 2020

PROPOSAL

PROJECT NO. A030485\_proposal  
DOCUMENT NO. 1  
VERSION 4  
DATE OF ISSUE 16.07.2012  
PREPARED MMS, TVGU, Ernst & Young  
CHECKED MSJ, MRJE  
APPROVED AR



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## APPENDICES

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Appendix B Declaration of honour

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## 1 Introduction

We are pleased to submit our proposal in response to the service request from the Directorate General for Maritime Affairs and Fisheries regarding the "Study to support impact assessment of marine knowledge 2020". The study is launched under the framework contract for impact assessments and evaluations referenced **MARE/2011/01 Lot 1 Maritime Policy**.

The objective of the study is to provide input to the impact assessment that will follow the Green Paper on Marine Knowledge 2020.

The key challenges of the study are to collect a variety of data from many stakeholders over a short period of time. To meet these challenges we have composed a dedicated and competent team and developed an effective approach:

- › A very experienced Project Manager will lead the core team having expertise in impact assessment, data collection from a multitude of stakeholders and broad experience with data for licensing activities.
- › A specialist team is established to cover sector and thematic expertise allowing for effective questionnaire development and identification of relevant data sources.
- › The team is comprised of experts from COWI and Ernst & Young. Both companies have additional experts that can support on specific industry or technical issues.
- › A methodology with a focused inception phase where the data collection is planned and where the synergies between the seven study areas are utilised.

We are confident that the proposed team and approach can deliver a high-quality input to the impacts assessment while meeting the deadlines.



## 2 Understanding

The core objective of this study is to provide background knowledge and analysis to contribute to the impact assessment that will follow the Green Paper on Marine Knowledge 2020, to be adopted in the summer of 2012.

The proposed study is designed to build on the 2010 Impact Assessment of the European Marine Observation and Data Network (EMODnet), carried out in the framework of the 2010 Marine Knowledge 2020 Communication. The specific objectives of the study are well defined in the Terms of Reference<sup>1</sup> and cover seven key areas:

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<sup>1</sup> European Commission DG MARE, *Terms of Reference for Study to Support Impact Assessment of Marine Knowledge 2020*, June 2012.

Area of analysis	Sectoral scope	Geographic scope
Marine data in licensing process	Analysis by sector: Aquaculture, Renewable energy, Minerals extraction, Oil exploration and exploitation, Port, harbour or marina development, and Cable and pipeline laying	All EU coastal states Croatia Norway Iceland (taking account of regional specificities where appropriate)
Cost of data for Marine Strategy Framework Directive (MSFD)	No particular sectoral focus	All EU coastal states Croatia (taking account of regional specificities where appropriate)
Cost of data for offshore wind farms	Wind energy sector	All EU coastal states Croatia Norway Iceland (taking account of regional specificities where appropriate)
Legal basis for Regulation or Directive	No particular sectoral focus	No particular geographical focus
Innovation from marine data	Aquaculture Renewable energy, including wind Port, harbour, marina development	No particular geographical focus
Reduction in uncertainty	To be determined – based on evaluation examples	No particular geographical focus
Options for Governance of EMODnet	No particular sectoral focus	No particular geographical focus

Each of these areas of analysis is expanded upon in the sections below.

## 2.1 Marine knowledge is an engine for growth

Knowledge is a means to achieve smart growth in the European Union in line with the "Europe 2020" strategy, and is one of the eleven key thematic objectives for the Common Strategic Framework 2014-2020<sup>2</sup> to "enhance access to and, use and quality of information and communication technologies".

The creation of marine knowledge is a three-stage process beginning with data on the observation of the sea and oceans, which is then assembled and analysed to

<sup>2</sup> SWD(2012) 61, *Elements for a Common Strategic Framework 2014 to 2020, ANNEXES*, Brussels, 14 March 2012.

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create information and knowledge. Subsequently, this knowledge has many important applications<sup>3</sup>, such as:

- › Private companies need marine data in order to exploit resources more efficiently.
- › National and local authorities need data to protect their coastlines or to assess their compliance with environmental standards.
- › Scientists need data to increase their knowledge of ocean circulation and marine ecosystems.

Marine knowledge can help achieve better spatial planning and integrated maritime surveillance. The magnitude of future changes in oceanic systems cannot be understood and forecasted without understanding the way the oceanic system works now and how it worked in the past<sup>4</sup>. This includes the impact of such changes on human activity and the result on the ocean from these changes in human behaviour.

## 2.2 Improving marine knowledge: an integral objective of the Integrated Maritime Policy

The need for improving Europe's data infrastructure was recognized in a year-long consultation that followed the Maritime Policy Green Paper in 2006. Consequently, a European Marine Observation and Data Network (EMODnet) was announced in the EU's Maritime Policy Paper endorsed by the European Council in December 2007. A roadmap proposing a set of principles that should govern such a network was then developed.

This process was followed by a public consultation which sought to gain views on the current state of Europe's marine data infrastructure, the general principles for moving forward announced in the roadmap, and opinions on what the EU's contribution should be in improving matters. The consultation indicated *widespread dissatisfaction with the current marine data infrastructure amongst professionals who need to process marine data in both the public and private sectors. Those consulted endorsed an EU role in improving matters.*<sup>5</sup>

Findings from the public consultation were fed into an impact assessment of the EMODnet, which was undertaken in 2009. It established that Europe is failing to properly exploit the €1.5 billion of public funds that the EU Member States spend

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<sup>3</sup> COM(2010) 461: SEC(2010) 998, *European Marine Observation and Data Network: Impact Assessment – Executive Summary*, Brussels, 8 September 2010.

<sup>4</sup> SEC(2010) 999 : SEC(2010) 998, *Marine Knowledge 2020 : marine data and observation for smart and sustainable growth*, Brussels, 8 September 2010.

<sup>5</sup> SEC(2010)73, *Marine Data Infrastructure : Outcome of Public Consultation*, Brussels, 21 January 2012.

each year on monitoring its seas and oceans, and uncovered a number of obstacles which prevent the effective use of marine knowledge.<sup>6</sup>

## 2.3 Obstacles and challenges to effective exploitation of marine knowledge

The public consultation cited seven main obstacles relating to marine data and knowledge<sup>7</sup>:

- › **Discovery.** User difficulties in understanding what data already exist.
- › **Access.** Restrictions on user access whereby those holding the data may not release them either because of confidentiality or security constraints, because they do not or cannot allocate sufficient resources for archiving and maintaining data, or because they wish to retain a monopoly of products derived from the data.
- › **Use.** Even where data are available, their use or re-use may be limited by the data policy of the owner.
- › **Coherence.** Developing a complete picture in time and space over a sea area using data collected by different bodies is complicated by fragmented standards, formats and nomenclature.
- › **Cost.** The pricing policy of some data owners is not affordable by the users.
- › **Quality.** There are no universally recognised measures of quality, precision or accuracy. Metadata documentation may be sparse or inadequate so potential users do not know what confidence to ascribe to the data.
- › **Quantity.** At present there are not enough data observed to meet many user requirements. There are serious gaps in coverage and the range of data types.

Nearly all stakeholders taking part in the consultation survey reported that each of these seven barriers constituted an impediment to their working efficiency. A fragmented system - as compared to an integrated observing system - adds at least 25% to the costs of those who deliver products and services.<sup>8</sup> This does not include the missed opportunities of those who, faced with an impenetrable data infrastructure, have simply chosen not to develop new services.

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<sup>6</sup> COM(2010) 461: SEC(2010) 998, *European Marine Observation and Data Network: Impact Assessment – Executive Summary*, Brussels, 8 September 2010.

<sup>7</sup> SEC(2010)73, *Marine Data Infrastructure : Outcome of Public Consultation*, Brussels, 21 January 2012.

<sup>8</sup> COM(2010) 461 : SEC(2010) 999, *European Marine Observation and Data Network: Impact Assessment*, Brussels 8 September 2010.

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In 2009<sup>9</sup> it was estimated that the majority of marine data collected by public institutions in EU Member States, individually or collectively, costs more than €1 billion annually. The collected maritime data have specific purposes – for instance to exploit marine resources, to ensure safe navigation, to monitor compliance with regulations or to test a scientific hypothesis.

## 2.4 Addressing improvements in marine knowledge

Improving marine knowledge is a primary objective of the EU's integrated maritime policy. The European Commission has recognized the need for a more coordinated approach to marine data collection and assembly.

The roadmap of EMODnet proposed eight principles for a sustainable marine data infrastructure<sup>10</sup>:

1. Provide sustainable financing at an EU level
2. Interoperability - develop standards across and within disciplines
3. Multi-use: collect data once and use it many times
4. Provide free data: discourage cost-recovery pricing from public bodies
5. Accompany data with statements on ownership, accuracy and precision
6. Process data at sea-basin level
7. Build on existing efforts
8. Develop a decision-making process for priorities that is user-driven

A conservative figure of the benefits of creating an integrated network to replace the fragmented marine observation system is estimated at €300 million per annum.<sup>11</sup> Beyond this, a more rational use of marine data is expected to not only improve the efficiency for the users of marine data, but will also open up new opportunities for innovation and growth. In *Marine Knowledge 2020* it is stated that the key challenge is to reduce operational costs and delays for those who use marine data, in order to<sup>12</sup>:

- › help private industry compete in the global economy and meet the challenge of sustainability
- › improve the quality of public decision-making at all levels;
- › strengthen marine scientific research.

Furthermore, there is a challenge to reduce uncertainty in knowledge of the oceans and the seas in order to provide a sounder basis for managing future changes.

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<sup>9</sup> SEC(2010) 999 : SEC(2010) 998, *Marine Knowledge 2020 : marine data and observation for smart and sustainable growth*, Brussels, 8 September 2010.

<sup>10</sup> SEC(2009) 499, *Building a European marine knowledge infrastructure: Roadmap for a European Marine Observation and Data Network*, Brussels, 7 April 2009.

<sup>11</sup> SEC(2010) 999 : SEC(2010) 998, *Marine Knowledge 2020 : marine data and observation for smart and sustainable growth*, Brussels, 8 September 2010.

<sup>12</sup> SEC(2010) 999 : SEC(2010) 998, *Marine Knowledge 2020 : marine data and observation for smart and sustainable growth*, Brussels, 8 September 2010.

Addressing these objectives contributes directly to several of the flagship initiatives that form part of the Europe 2020 strategy, such as an 'Innovation Union', a 'Resource efficient Europe' and 'An industrial policy for the globalisation era'.

## 2.5 Options for EU action

Given the patchwork of activities (scattered data collections, heterogeneous formats, uncertain access to information and sporadic monitoring) action at EU level is required. Fewer than 3% of the 300 professionals consulted disagreed with the statement that “without sustainable support from the EU it will be extremely difficult to build up a sustainable European infrastructure”.<sup>13</sup> Some possible options for EU action are presented below.<sup>14</sup>

**Option 1 - Collection:** The EU contributes to the collection of marine data (over and above the data already supported).

**Option 2 - Assembly:** The EU supports the assembly and quality checking of marine data at a sea-basin scale in order to facilitate the discovery and access of coherent data and to highlight the completeness and consistency of the monitoring networks

**Option 3 - Application:** The EU supports the production of parameters or indicators based on the coherent sea-basin data that can directly contribute to the maritime economy, coastal communities or the marine environment – tsunami warnings, wind-farm suitability, fish spawning grounds, species extinction risk, etc.

In terms of Option 1, it is difficult to make a case for the EU to support data collection without knowing exactly what is collected already, what the major gaps are, and where the demand is. Nor would it make sense to contribute to Option 3 in terms of setting indicators without having first contributed to Option 2 through assembling and processing the data that feed these indicators.

These options were addressed in the 2009 impact assessment of EMODnet, and will be revisited in the context of this study and the subsequent impact assessment to follow the Green Paper on Marine Knowledge 2020.

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<sup>13</sup> COM(2010) 461: SEC(2010) 998, *European Marine Observation and Data Network: Impact Assessment – Executive Summary*, Brussels, 8 September 2010.

<sup>14</sup> COM(2010) 461 : SEC(2010) 999, *European Marine Observation and Data Network: Impact Assessment*, Brussels 8 September 2010.

## 2.6 Governance arrangements

### 2.6.1 Governing marine knowledge in the EU

In order to improve access to marine environmental data, the European Commission proposed the establishment of EMODnet to ensure that marine environmental data are compiled in a comprehensive and compatible system. This will serve as a tool for better governance, expansion of value-added services and sustainable development. EMODnet is part of the wider "Marine Knowledge 2020" agenda adopted by the European Commission in September 2010 and welcomed by the Council in December 2011.

In the context of the EU's Integrated Maritime Policy a series of actions were launched in 2008 and 2009 with the aim of creating five portals that assembled fragmented and inaccessible marine data into interoperable, contiguous and publicly available data streams for complete maritime basins.<sup>15</sup>

Each of the five portals relates to a different aspect of marine environmental data: chemistry, hydrography, biology, geology and physical habitats, and is operated by a different thematic group.

The thematic groups have been tasked by the European Commission with gathering relevant marine measurements within at least two sea basins and making the data available through a portal, enabling public access and viewing of these data. It is planned to extend coverage of the six thematic assembly groups to all sea basins and create a new group for human activity.<sup>16</sup>

The European Commission is also advised by a<sup>17</sup>:

- › Marine Observation and Data Expert Group (independent, already met 10 times, renewed membership 2010)
- › Member States Expert Group (to be set up)

In addition, a secretariat has been proposed<sup>18</sup>, in order to:

- › deliver an annual work programme to achieve a set of objectives
- › negotiate approval of the work programme by a "governing board"
- › implement the work programmes in a way that is compatible with the EU's Financial Regulation.

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<sup>15</sup> European Commission, *Study on Interim Evaluation of European Marine Observation and Data Network*, June 2011.

<sup>16</sup> European Commission, *Marine Knowledge 2011-2013: Background Document for Maritime Policy Member States' Expert Group on Marine Knowledge*, 23 February 2011.

<sup>17</sup> DG MARE, *Ocean Observations: the European landscape*, 16 September 2010.

<sup>18</sup> European Commission DG MARE, *Terms of Reference for Study to Support Impact Assessment of Marine Knowledge 2020*, June 2012.

Furthermore, it has been suggested that this secretariat carry some of the administrative burdens of the Commission through the following activities:

- › Organise expert groups and project progress meetings – distributing agenda, writing minutes
- › Upload contents to the Maritime Forum
- › Support the monitoring of preparatory actions – provide feedback on the deliverables that would feed into the Commission's acceptance procedure
- › Set up a "portal of portals". This would allow data from all the thematic assembly groups and sea basin checkpoints to be accessed through a single gateway

We will look at how secretariats in similar EU Agencies operate in order to propose recommendations on potential arrangements. A cost-benefit analysis will investigate how it can be coordinated with the Joint Programming Initiative on Healthy Seas and Oceans, the Joint Research Centre, or through an executive agency or a public-private partnership.

## 2.7 Marine Strategy Framework Directive

The Marine Strategy Framework Directive (MSFD) establishes a framework within which Member States must take the necessary measures to achieve or maintain good environmental status (GES) in the marine environment by 2020. Member States are required to adopt marine strategies through action plans which are to be delivered in several stages and reviewed every six years. These marine strategies must apply an ecosystem-based approach to the management of human activities. The determination of GES shall be done on the basis of the 11 descriptors included in annex 1 of the MSFD.

The requirements of the MSFD are as follows<sup>19</sup>:

- › Preparation
  - › an initial assessment to be completed by 15 July 2012 of the current environmental status of the waters concerned and the environmental impact of human activities thereon
  - › a determination to be established by 15 July 2012 of good environmental status for the waters concerned
  - › establishment, by 15 July 2012, of a series of environmental targets and associated indicators
  - › establishment and implementation, by 15 July 2014, except where otherwise specified in the relevant Community legislation, of a monitoring programme for ongoing assessment and regular updating of targets

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<sup>19</sup> DIRECTIVE 2008/56/EC OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 17 June 2008 establishing a framework for community action in the field of marine environmental policy (Marine Strategy Framework Directive).



- › Programme of measures
  - › development, by 2015 at the latest, of a programme of measures designed to achieve or maintain good environmental status supported by cost-effective consideration and impact assessments including cost-benefit analyses
  - › entry into operation of the programme by 2016 at the latest

The objective of this study, in the context of the MSFD, is to assess the effort and cost of Member States in meeting the above requirements. This is intended to cover the cost of both collecting new data and assembling existing data related to physical, chemical and biological influence on the environment, pressures and their impacts, and the effect on human activities.

Experience so far demonstrates that the sharing of data across sectors and across Member States does not always take place uniformly, adequately, efficiently or rapidly. The European Union is in a position to make a real contribution in terms of organisation and facilitation, to make sure that the requirements of the MSFD are met.

The MSFD requires regional cooperation (Article 5 (2)), and Article 6 specifically refers to the Regional Sea Conventions “...MS shall, where practicable and appropriate use existing regional institutional cooperation structures, including those under Regional Sea Conventions...”, thus, the four conventions and the MSFD are closely linked since the action plans to improve the environment in these four seas is an important part of attaining the environmental objectives of the MSFD. There is a need to coordinate actions and measures agreed upon under the management of these four conventions and the future MSFD measures in these marine waters.<sup>20</sup>

## 2.8 Offshore wind energy industry

Oceans, seas and coasts hold significant and largely untapped domestic energy resources, both fossil and renewable that can help Europe to respond to the challenges of climate change and the energy security of supply.

The 2008 Communication “Offshore Wind Energy: Action needed to deliver on the Energy Policy Objectives for 2020 and beyond” identified the challenges to be tackled to exploit Europe’s potential for offshore wind energy.

It stated that “while land-based wind energy will remain dominant in the immediate future, installations at sea will become increasingly important. Compared to

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<sup>20</sup> European Commission DG Environment, *Scoping study on the requirements for economic assessment in the Marine Strategy Framework Directive*, Final report, June 2010.

onshore wind, offshore wind is more complex and costly to install and maintain, but also has a number of key advantages<sup>21</sup>, including:

- › stronger and more stable winds, increasing potential production per unit installed
- › potential large size of units due to less logistical constraints
- › less potential to cause concern among neighbouring citizens and other stakeholders
- › may be advantageous to protect marine ecosystems and may generate synergies with other emerging uses of the sea such as offshore aquaculture.

However, compared to onshore wind energy, offshore wind is still relatively expensive and the technology is less developed. Experience to date shows the importance of bringing down the costs of installation, operation and maintenance which are higher in the rough and less accessible sea environment than on land.

The economic potential for energy production from offshore wind represents 60 to 70% of the expected EU electricity consumption in 2020. Whilst wind itself could contribute 12% to EU electricity generation by 2020, currently, offshore wind electricity generation amounts to less than 2% of the total wind capacity in Europe (1470 MW). The industry envisages a six-fold increase in wind energy capacity in Europe by 2030 and about half of this being offshore. If this eventuates, today's total offshore wind capacity of less than 1GW would be multiplied by 150.<sup>22</sup>

In relation to the offshore wind energy industry, the objective of this study is to determine what marine data will be required for planning, building and operating offshore wind farms in Europe until 2020 and the associated costs.

## 2.9 Marine knowledge to promote innovation

A key objective of improving marine knowledge is to increase competitiveness and innovation amongst users and re-users of marine data by providing wider access to quality-checked, rapidly available, coherent marine data. Knowledge is a key component of the EU's plan to integrate marine and maritime research and a contribution to the Digital Agenda.

It is very difficult at this stage to estimate what new services would be developed given these newly available data. However, the example of the United States, where public information and copyright laws are geared towards open access, suggests that a number of innovative added-value services will develop to fill market needs.<sup>23</sup>

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<sup>21</sup> COM(2008) 768, *Offshore Wind Energy: Action needed to deliver on the Energy Policy Objectives for 2020 and beyond*, Brussels, 13 November 2008.

<sup>22</sup> DG MARE, *Marine Renewable Energies: Towards a European Atlantic Strategy*, Santander, 15 April 2010.

<sup>23</sup> COM(2010) 461 : SEC(2010) 999, *European Marine Observation and Data Network: Impact Assessment*, Brussels 8 September 2010.

However, the current inability of researchers and private companies to access marine data to develop new products and services – for instance in bio-prospecting or coastal protection – is a block on innovation.<sup>24</sup> The impact assessment conservatively estimated that these new products and services would be worth between €60 million and €200 million annually.

The objective of this study in relation to marine knowledge to promote innovation is to hypothetically identify what impacts historic and real-time data would have on reducing risks for aquaculture producers, enabling insurance companies in coastal regions to better assess risk, prolonging the season for coastal tourism and helping the bio-economy to discover new products.

## 2.10 Benefits of reduced uncertainty in the behaviour of the sea

The lack of an effective marine data infrastructure and an over-sparse observation network compound uncertainty in the ocean's future behaviour. A study suggests that an expenditure of €70 million on marine mapping in Irish waters would reduce the uncertainty to industry and result in benefits of €415 million to the fisheries, aquaculture, biodiversity, renewable energy, energy exploration and aggregate industries. Furthermore, a 25% reduction in the uncertainty of future sea-level-rise could reduce Europe's annual sea protection costs by some €100 million per year.<sup>25</sup> Terrestrial climate depends on ocean circulation so even terrestrial industries would gain from better marine data; not a sufficient condition for better seasonal forecasts, but a necessary one.

Although climate change is expected to raise temperatures on a global scale, it is not clear whether European regions will be warmer, cooler, drier or wetter. Without improved ocean monitoring it will be impossible to reduce this uncertainty.<sup>26</sup> Effective marine data architecture may be EU's most effective contribution to the adaption to climate change in Europe.

A better measurement of infrastructure will reduce the uncertainty of the future behaviour of the oceans. This will allow business and public authorities to make safer plan for the future, as better access to existing data will reduce uncertainties. However, more data are clearly needed.

The objective of the present study is to provide three examples of the economic benefits of reduced uncertainty in the behaviour of the sea or the state of the seabed and marine life.

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<sup>24</sup> European Commission, *Marine Knowledge 2011-2013: Background Document for Maritime Policy Member States' Expert Group on Marine Knowledge*, 23 February 2011.

<sup>25</sup> COM(2010) 461: SEC(2010) 998, *European Marine Observation and Data Network: Impact Assessment – Executive Summary*, Brussels, 8 September 2010.

<sup>26</sup> European Commission, *Marine Knowledge 2011-2013: Background Document for Maritime Policy Member States' Expert Group on Marine Knowledge*, 23 February 2011.

## 2.11 Legal basis for a Directive or Regulation on marine knowledge

Legislative measures have been adopted by the EU that obliges administrations to make their data more available. Measures such as the INSPIRE Directive, the Environmental Information Directive and the Public Sector Information Directive have introduced obligations for public authorities. Maritime Policy, however, does not have an explicit legal basis under the Lisbon Treaty.

- › **INSPIRE Directive** obliges Member States to adopt measures relating to the sharing of data sets and services between public authorities for the purposes of public tasks.
- › **Environmental Information Directive** requires Member States to release data when requested, in order to contribute to a greater awareness of environmental matters, a free exchange of views and more effective participation by the public in environmental decision-making.
- › **Public Sector Information Directive** facilitates the re-use of public data by establishing a common legislative framework regulating how public sector bodies should make their information available for re-use in order to remove barriers such as discriminatory practices, monopoly markets and a lack of transparency.

Whilst these Directives provide a good legal foundation for improved use of marine data, they are not proving the sufficient effect. For example, they do not necessarily apply to those bodies not exercising public authority that hold much marine data, and they do not override intellectual property rights.<sup>27</sup> Furthermore, in relation to the Public Sector Information Directive, some re-users noted barriers such as high prices, restrictive licensing conditions and discrimination.<sup>28</sup>

The objective of this study is to investigate what legal basis could be used for a Directive or Regulation on marine knowledge to meet several objectives through identifying any relevant examples.

As it is discussed in the Impact Assessment<sup>29</sup> it is a key problem that there is no direct legal basis for EU's marine policy. There is legal basis for initiatives on related policy areas such as fisheries, environment, transport, research and technological development, enterprise and industry. We understand that for INSPIRE, this Directive is based on the environmental articles of the Treaty.

<sup>27</sup> SEC(2010) 999 : SEC(2010) 998, *Marine Knowledge 2020 : marine data and observation for smart and sustainable growth*, Brussels, 8 September 2010.

<sup>28</sup> SEC(2010) 999 : SEC(2010) 998, *Marine Knowledge 2020 : marine data and observation for smart and sustainable growth*, Brussels, 8 September 2010.

<sup>29</sup> COM(2010) 461 : SEC(2010) 999, *European Marine Observation and Data Network: Impact Assessment*, Brussels 8 September 2010.

Through our field phase we will investigate the possible legal bases for a Directive or Regulation, particularly looking at the potential to have multiple legal bases and, where relevant, citing examples of where these different legal bases have been applied.

A key consideration in choosing a legal instrument, whether it is a Regulation, Directive or a Recommendation, is the sharing of the burden between the EU and the national level.

## 2.12 How does this study feed into the marine knowledge process

The Impact Assessment of 2010 presented several options for EU action, ranging in scope from collection to assembly and to applications. The collection and assembly options were promoted as the most appropriate given the state of play regarding marine knowledge at that stage.



This evaluation will gather data to enable to determine the costs and benefits of decisions relating to what the legal basis could be, what legal instrument to apply (Directive or Regulation) and how the arrangements should be structured: should it be done through other initiatives, research centres, executing agencies or a public-private partnership.

### 3 Methodology

The section presents our overall methodology and the specific tasks that we have defined as necessary for achieving the objectives of this study and providing detailed answers to the 18 study questions.

Our methodology has been developed based on the overall principles for a prospective evaluation that we described in our original Framework Proposal; for example the planning of the work in key phases: inception, data collection, data analysis and reporting. The individual tasks and activities have then been tailored to the specific requirements that follow from the Terms of Reference.

#### 3.1 Overall methodology

The methodology has been developed to meet the challenges of this study:

- › It has a tight time table (four month to collect and analyse most of the data)
- › It covers up to 25 countries
- › It covers several sectors

In order to meet these challenges, we suggest having:

- › An inception phase with development of questionnaires and interview guides
- › A focused data collection process
- › A relatively small core team that can draw on sectoral and thematic experts.

In order to implement the study, the following tasks and activities should be undertaken:

- › Inception phase
  - › Kick-off
  - › Desk study mapping
  - › Questionnaires and interview guides
  - › Draft plan for data collection
    - › Institutions to contact (questionnaire, phone interviews, site visits)
    - › Plan for pilot test of questionnaires and interview guide

- › Data collection phase
  - › Planning
  - › Execution
  - › Compilation of answers
  
- › Analysis phase
  - › Assess data for the 18 questions
  - › Prepare interim report and Access database
  
- › Complete final reports
  - › Consultation phase
  - › Review comments and additional data
  - › Complete draft final report and Access database
  - › Complete final report and final Access database

For each of the seven study areas, the approach is to review the available data, define the data gaps, formulate the specific questions to fill the gaps, identify the sources of information, implement the data collection and finally analyse the results and answer the 18 questions required by the Terms of Reference.

Table 3-1 illustrates that the data collection would integrate questions from several study areas. Interviewing the relevant sector representatives regarding the data for licensing activities would also be the opportunity to investigate the issues on innovation and reduction of uncertainty.

The legal assessment of the basis for an EU initiative on marine knowledge and the organisational assessment of alternative governance options are relatively separate study areas with fewer links to the other areas.

Table 3-1 Activities and study areas

Activity	Marine data in the licensing process	Cost of data for MSFD	Cost of data for off-shore wind farms	Innovation	Uncertainty	Legal basis	Governance options
<b>Inception</b>							
Desk study	Define data used in licensing by sector	What are the data requirements in the MSFD	Data requirements are covered under licensing process			Consider the legal options	Consider the options
Questionnaire preparation	Prepare questions to cover data gaps	Questions to be answered: Existing data Additional data collection	What is the expected number of new off-shore wind farms to be initiated before 2020?	Prepare questions on data needs and innovation opportunities	Prepare questions in regards to sectors on issues were additional data would reduce uncertainty	No specific consultation	Potential consultation with existing institutions that might provide information
<b>Data collection process</b>	Identify industry associations and/or individual companies and conduct interviews	Contact MS CAs - interviews and questionnaire	Identify industry association and individual companies	Include in interviews with relevant industries		Review of documents	Gather information on examples of organisation of data governance
<b>Analysis</b>	Assess data and information and answer question 1) to 5)	Assess data and estimate the data collection effort by MS and answer question 6) to 8)	Assess the data and estimate the costs of data for the sector up t to 2020 and answer question 9) to 10)	Assess results and answer question 12) to 15)	Assess results and answer question 16)	Assess results and answer question 11)	Assess impacts of alternative options and answer question 17) to 18)
<b>Complete final reports</b>	Review stakeholder comments and additional data and prepare draft final report and Access database Prepare final report and final Access database based on DG MARE's final comments						



A possible structure for the full impact assessment on an EU initiative on Marine Knowledge 2020 is shown below. We have marked the inputs that should be produced by this study

- › *Problem definition and baseline: Lack of coordination of marine data*
  - › *Current use and sharing of data*
- › *Defining the objectives*
- › *Options: Alternative measures to improve coordination and use of marine data*
  - › *Legal basis*
  - › *Legal instrument (Regulation or Directive)*
  - › *Content of measures (Collection or Assembling)*
  - › *Organisation set-up*
- › *Impacts of options*
  - › *Reduced costs to data users*
  - › *Innovations*
  - › *Reduced uncertainty*
- › *Comparison of options*

Additional elements are the costs related to the MSFD and to off-shore wind farms where the results of this study also provide input to the assessment of the benefits of improved use of marine data.

The proposed methodology is therefore organised around the process tasks and the seven study areas focusing on the 18 specific questions.

### 3.2 Task 1 Inception

The purpose of Task 1 is to develop the detailed work plan, and to review existing material and data in order to prepare and plan the data collection activities. Task 1 includes the following activities:

- › Kick-off meeting
- › Desk study of existing material and data
- › Plan for data collection (questionnaires, interview guide, list of stakeholders)
- › Inception report

The work plan will be reviewed and presented at the kick-off meeting, organised as early as possible after signing the contract. During the inception phase we will review the available data in order to identify the main data gaps.

*Table 3-2 Existing data and data gaps by study area*

<b>Study area</b>	<b>Existing data</b>	<b>Data gaps</b>
Marine data in the licensing process	Operators have access to more general data from typically public sources. Some data might have to be purchased at nominal prices. More detailed data are typically generated as part of applying for license at the specific locality.  In some cases the data will be handed over to public authorities, but it is more often the application or the EIA that is provided not all the background data.	A comprehensive overview of which data are purchased and in which Member States
Cost of data for MSFD	There is no systematic overview of the required data.	Member states might not have planned in detail for what additional data they need to collect.
Cost of data for off-shore wind farms	Data at the planning phase are often available from public sources and the costs are limited. At later stages, specific assessment of the seabed, measurement of wind speeds etc require on-site measurement at substantially higher costs. From participation on preparatory work on off-shore wind farms, the team will be able to provide initial estimates.	There is no systematic overview but the data exists and can be collected from main off-shore wind energy operators.
Innovation	There is general knowledge about what promotes innovation.	The specific examples are not covered by existing data.
Uncertainty	No existing data. This is to be covered through the data and information gathering within each of the off-sectors and with other activities that use marine data.	Data needs to be collected as part of the study
Legal basis	The legal assessment can be knowledge about the alternative legal basis and by identifying comparable examples	Assessment of examples - no specific stakeholder consultation
Governance options	The options are defined and there is experience from existing organisations that can inform the assessment.	No particular data gaps to be filled

The questions to be answered will be specifically addressed through the consultation with the relevant operators, association and CAs. A first draft of the questions is included below.

Table 3-3 Examples of specific question for the 18 study questions

	<i>Study question</i>	<b>Examples of specific questions for the data collection</b>
(1)	Do potential operators of licensed activities mentioned in point 2.2 pay for meteorological, bathymetric or geological data when preparing their application for a licence?	What are the sources of the following types of data: Meteorological, bathymetric or geological? Share of the data purchased and share produced? What are the costs of data purchased?
(2)	Would they request more data (i.e. higher resolution in time or space) if it were substantially cheaper or easier to access.	For the data that are purchased how important are the price? Would lower costs increase your demand for data? Which data would then be demanded? Is availability of data a problem? Which data are not available?
(3) (4) (5)	Is the licensee obliged to hand over to public authorities the data collected or acquired in order to plan, develop or engage in the licensed activities mentioned in point 2.2.?	This question and the associated sub-questions in case the answer is yes will be developed - they will be close the formulations in the ToR.
(6)	How much effort will Member States spend up to 2020 on data acquisition, management and dissemination (including enabling access to the Commission and the European Environment Agency) in meeting the requirements of the Marine Strategy Framework Directive (includes physical, chemical and biological data on environment, pressures and their impacts and on human activities)? This should be expressed both in terms of full-time equivalent manpower and in terms of euros.	The questions to the Member States will be developed through initial consultations with a few selected Member States. The questions will be organised around the specific MSFD requirements and supplemented with questions about allocated resources and staff for the implementation of the MSFD, and questions concerning the cost of processing existing data.  It could be a challenge if Member States have not yet identified the need of additional data. Hence, the consultation will include initial questions about the current state of planning.
(7)	How much of this cost is assembling existing data (i.e. data already collected, or being collected for other purposes)?	As above.
(8)	How much will be spent on collecting new data (i.e. data from new monitoring and survey programmes that would not have been collected without the Marine Strategy Framework Directive needs)?	As above
(9)	What marine data will be required for planning, building and operating offshore wind farms in Europe up till 2020?	The planning of wind farms require many types of data and based on our experience we will develop the gross list and have it confirmed by one or two operators before finalising the questionnaire.
(10)	How much will be spent collecting, purchasing, assembling and processing these data?	
(11)	What legal basis could be used for a Directive or Regulation on marine knowledge that meets several objectives? Are there any examples?	No specific questions as the assessment will cover the alternative ways to define a legal basis and assess the legal feasibility of each alternative.

	<i>Study question</i>	<b>Examples of specific questions for the data collection</b>
(12)	Assuming that historic and real-time data were available on parameters such as chemical pollution, non-native species, coastal erosion, storm intensity etc what services based on these and other data: > Might reduce risks for aquaculture producers?	These innovation questions will be addressed by consultations with the relevant stakeholders. The challenges are:  The industries have not considered this issue and are not able to estimate any benefit
(13)	> Might enable insurance companies in coastal regions to provide a better assessment of risk?	The industries have or are in the process of developing new services but due to commercial reasons not willing to disclose the detailed information.
(14)	> Could support a longer season for coastal tourism?	
(15)	> Could help the bio-economy discover new products (pharmaceuticals, enzymes, cosmetics etc)	
(16)	The contractor should provide three more examples of the economic benefits of reduced uncertainty in the behaviour of the sea or the state of the seabed and marine life.	To be identified as part of the consultation with the licensing sectors, where questions about benefit of additional data will be investigated. Additional sectors to consult include fisheries and shipping.
(17)	How would such an arrangement work? Are there any examples (other than EU Agencies)?	The assessment of the alternative governance structures is based on the examples from similar organisations and experience of such organisation set-up assessments
(18)	Could it be done through the Joint Programming Initiative on Healthy Seas and Oceans? Or through the Joint Research Centre? Or through an executive agency? Or through a public-private partnership? What would be the costs and benefits in each case?	As above.

The next step in the inception phase is identification of the relevant stakeholders for each of the study areas.

The types of stakeholders to be contacted are listed in Table 3-4 . Detailed lists for each of the licensing activities are presented under Task 2 - the data collection task.

Table 3-4 Examples of stakeholders by study area

<b>Study area</b>	<b>Stakeholders</b>
Marine data in the licensing process	Member States CAs, Industry associations, specific operators and companies for example energy operators and oil companies.
Cost of data for MSFD	Member State CAs
Cost of data for off-shore wind farms	Industry associations, specific operators and energy operators for example EWEA and DONG
Innovation	Aquaculture industry, insurance industry, tourist industry, pharmaceutical industry and cosmetic industry
Uncertainty	Depends on the areas identifying during the study
Legal basis	No specific stakeholders
Governance options	Comparable institutions might be contacted to provide data and information

The result of the above activities will be included in the inception report. This feeds into the final revision of the work plan where also DG MAREs comments from the kick-off meeting are incorporated. The described activities are all

presented in the Inception report. The key output of Task 1 is the inception report which should include:

- › Detailed work plan
- › Detailed data collection plan (list of respondents, questionnaires, guides)
- › Draft plan for testing questionnaire and interview guide (pilot).

The Inception report will be a key document for the planning and implementation of the study.

### 3.3 Task 2 Data collection

The purpose of Task 2 is to collect the data and information necessary to answer the questions 1 to 18.

Task 2 includes the following activities:

- › Data collection in relation to licensing activities (questions 1 to 5)
- › Data collection in relation to cost of data for MSFD (6 to 8)
- › Data collection in relation to costs of data for off-shore wind farms (9 and 10)
- › Information collection in relation to legal basis assessment (11)
- › Data collection in relation to innovation (12 to 15)
- › Data collection in relation to reduction of uncertainty (16)
- › Data collection in relation to the governance of EMODN (17 and 18)

The output of Task 2 includes the data necessary for the assessment and answering of the 18 questions. Each study area is described in the subsequent sections.

#### 3.3.1 Marine licensing activities

The data collection in relation to the licensing activities is to gather enough information to be able to answer the questions 1 to 5. This information will be provided by relevant Member States CAs and by the industries.

The best entry point in each country could be the environmental authorities. Most of the off-shore activities will require EIA or similar environmental permits and the environmental authorities will have an overview of other the Member State and national CAs that require a licence (for example energy or natural resource CAs). The CAs for the marine environment will also have to be consulted in relation to costs of data for the Marine Strategy Framework Directive.

Based on an initial contact to the Member State CAs, the list of institutions (public and private) and individual operators to be contacted will be determined.

Examples of relevant industry associations are listed in Table 3-5.

Table 3-5 Industry associations

Marine and coastal activity	Examples of relevant industry associations
Aquaculture	The Federation of European Aquaculture Producers (FEAP) is an international organisation that is composed of the National Aquaculture Associations of European countries.
Renewable energy	The European Wind Energy Association (EWEA) represents relevant off-shore wind stakeholders include the energy companies and developers who would apply for licenses.
Minerals extraction	European Association of Mining Industries, Metal Ores & Industrial Minerals
Oil and gas exploration	The International Association of Oil & Gas producers (OGP)
Oil and gas exploitation	The International Association of Oil & Gas producers (OGP)
Port, harbour and marinas	European Sea Ports Organisation (ESPO)
Cable and pipeline laying	Associations covering oil/gas industry (as above), electricity industry and telecommunication industry

The data collection process will include the following steps:

- › **Planning:** Development of draft questionnaire and interview guide with the specific questions to be covered; Initial contact to Member State and national CAs and submission of the questions and interview guidance; Initial contact to European industry associations to identify what information they can provide and the need for approaching national associations and specific operators; Pilot testing of questionnaires and interview guide (few selected Member State CAs, industry associations and operators); Revision and completion of questionnaire and interview guide; Development of final list of stakeholder to be contacted (on site visits and interviews, telephone interviews, questionnaires)
- › **Execution of data collection:** Submission of questionnaires; Interviews with selected CAs, industry association and operators; Telephone interview or face to face interview (preparation of interview report, follow up, review of the interview report by the interviewee)
- › **Reporting:** Completion of the interview reports; Compilation of the questionnaire replies

The initial contacts to Member State and national CAs and the European industry associations will determine how the variation across the 25 countries and potentially regional differences will be covered.

For some activities such as oil exploration and exploitation there is a limited number of operators with activities in several countries, while for ports etc there are many operators and likely difference in the practices regarding costs of data across the countries.

It will also be determined which data can be collected through a questionnaire or in which cases interviews will be needed. If the specific issues can be covered by

simple and closed questions, it might be feasible to do the data collection through questionnaires.

Having developed questionnaires and interview guides, it is important to test them. We plan to make a pilot by identifying a few Member States CAs, industry associations and operators, and asking them to review the questionnaire and we will apply the interview guide in a few interviews.

Based on the results of the pilot, the final questionnaires and interview guides can be completed.

The pilot test should secure that questionnaires and interview guides will provide the necessary data and in combination with ongoing follow on missing or incomplete replies we are confident about getting the information that we need to answer the study questions.

### 3.3.2 Data collection in relation to MSFD data costs

The data collection in relation to the Marine Strategy Framework Directive follows the same process as described above (section 3.3.1) and includes the preparation of questionnaires and interview guides and the identification of national CAs.

The information needed to complete the answers to study questions 6 to 8 includes:

- › The data requirements to comply with the provisions of the MSFD - notable to assess environmental qualities and to estimate the need for actions to achieve the environmental targets?
- › How many of these data are already collected and available?
- › What are the costs of assembling these existing data?
- › How do Member States plan to cover the data gaps?
- › What will be the costs of these additional activities?

How easy it will be to collect this information depends on how each Member States have planned implementation and compliance activities in relation to the MSFD. If a Member State has not planned its implementation, it might not yet have realised that there are data or compliance gaps which need to be closed by additional data acquisition, data management and data dissemination.

In such cases where the Member States have not yet made any assessment that can inform an overall estimate of the costs of data for the MSFD, an approximation could be made. It can be done either by making extrapolations from those Member States that have considered the need for additional data or by defining a list of data requirements and the costs associated with each requirement.

The initial contact will be taken to the CAs responsible for the MSFD and it will be identified who can provide the knowledge needed.

As part of the Common Implementation Strategy (CIS) for the MSFD a number of working groups has been established. A specific Working Group on Data,

Information and Knowledge Exchange (DIKE) was established in the summer of 2009. Furthermore, the GES (working group on good environmental status) and ESA (Working Group on Economic and Social Assessment) were established.

DIKE works towards defining reporting sheets that will be used by the member states. The Marine directors have agreed on a concept paper for reporting and selected reporting sheets (for article 8, 9 and 10). DIKE has received the mandate to form a drafting group to develop the remaining sheets during this spring.

The members of the group are representatives from Member States, from a number of non EU countries and from the Commission. This working group could be a relevant source of information regarding the data to be collected under the MSFD.

Figure 3-1 Examples of a few members of DIKE

**Participants at the 12<sup>th</sup> meeting of the Expert Group on Integrated Maritime Policy, 13 March 2012 (list is for whole meeting)**

AT	König	Gabriela	Federal Ministry of Agriculture, Forestry, Environment and Water Management	<a href="mailto:Gabriela.KOENIG@lebensministerium.at">Gabriela.KOENIG@lebensministerium.at</a>
BE	Adam	Benoit	Federal public service mobility and transport	<a href="mailto:benoit.adam@mobilitat.fgov.be">benoit.adam@mobilitat.fgov.be</a>
BE	Dewalque	Nadège	Department Mobiliteit en Openbare Werken	<a href="mailto:nadesge.dewalque@mow.vlaanderen.be">nadesge.dewalque@mow.vlaanderen.be</a>
BG	Kaltina	Albena	Ministry of Transport, Information Technology and Communications	<a href="mailto:kaltina@marad.bg">kaltina@marad.bg</a>
CY	Alleouris	Kyrillos	Department of Merchant Shipping	<a href="mailto:kallouris@dms.mcw.gov.cy">kallouris@dms.mcw.gov.cy</a>
CY	Christophi	George		<a href="mailto:gchristophi@dms.mcw.gov.cy">gchristophi@dms.mcw.gov.cy</a>
DE	Engelke	Thomas	Representing the German Länder	

Another source of information is the regional sea convention. The Regional Seas Convention provides the legal framework for the regional Action Plan. It expresses in clear terms the legal commitment and political will of governments to tackle their common environmental problems.<sup>30</sup> They have experience in gathering, using and reporting marine data.

The questionnaires will be designed to include questions that will allow us afterward to estimate the cost of data gathering in case no direct figure can be provided by the respondent.

The questionnaire will be submitted and a number of phone interviews will be undertaken. This will allow for a better interpretation of the questionnaire and thereby more accurate estimates.

<sup>30</sup> <http://www.unep.ch/regionalseas/main/hconv.html>



### 3.3.3 Data collection in relation to data costs for wind farms

Data collection regarding off-shore wind farms will be coordinated with the data collection in relation to the licensing activities.

The main EU level operators will be able to provide the information about the costs of data through all the stages of planning and operation of off-shore wind farms. The main EU operators are:

- › DONG
- › Vattenfall
- › E.ON
- › RWE
- › SSE
- › Centria
- › Mainstream Renewable Power

Through the consultations with the operators the costs related to planning, building and operating of the wind farms will be estimated. There might be some initial planning costs - general site locations etc. which is undertaken by national energy authorities. Also the energy authorities should be consulted to obtain the most recent projections of new wind farms to be initiated up to 2020.

### 3.3.4 Data collection in relation to the legal assessment

Data collection in relation to the legal assessment will include review of relevant documents in order to establish the legal feasibility of the alternative legal basis.

### 3.3.5 Data collection in relation to the innovation aspects

Data collection in relation to innovation will be coordinated with the interviews with marine stakeholders which can provide ideas on what types of data would promote innovation and how the availability of the detailed marine data could support innovation within the industry.

The study area for innovation also includes three questions that go beyond the sectors directly covered by the licensing activities.

The stakeholders to be contacted in relation to these specific questions are presented in the table.

Table 3-6 Stakeholders relevant for the innovation questions (questions 12-15)

Questions on Innovation	Example of stakeholders
<i>Aquaculture producers</i>	The Federation of European Aquaculture Producers (FEAP) is an international organisation that is composed of the National Aquaculture Associations of European countries.
<i>Insurance in coastal areas</i>	Selected insurance companies that provide insurance in coastal regions
<i>Coastal tourism</i>	Coastal Research Institutes specialised in coastal

Questions on innovation	Example of stakeholders
	tourism and selected tourist industries
<i>New bio-economic products</i>	Pharmaceutical and cosmetic industries

The team has contacts in insurance and pharmaceutical industries from previous assignments that will allow for easier consultation.

Both industries and research institutions will be consulted. The industries might not have developed ideas related to improved access to high quality data or might due to commercial confidentiality not be willing to share any details about the innovations.

Public research institutions could provide additional information on innovation and they will be contacted. From previous work on Integrated Coastal Zone Management, the team has contacts to such research institutions that could provide information to facilitate the assessment. This is for example the case regarding the innovation potential of extending the tourist season.

### 3.3.6 Data collection in relation to reduction of uncertainty

Data collection in relation to reduction of uncertainty will similarly be integrated in the interviews with the off-shore sectors. They will be asked about which additional data or better quality of data would decrease the level of uncertainty in their activities. Additional activities and sectors could include fisheries and shipping.

### 3.3.7 Data collection in relation to the assessment of governance options

Data collection in relation to assessing the governance options will include review of evaluation reports and contacts to selected organisations to explore about experience. See Section 3.4.7 for the detailed description of the approach to the assessment of alternative governance options.

## 3.4 Task 3 Assessment

The purpose of Task 3 is to answer the 18 specific questions and to provide the additional information necessary to support the IA based on the objectives 1 to 7.

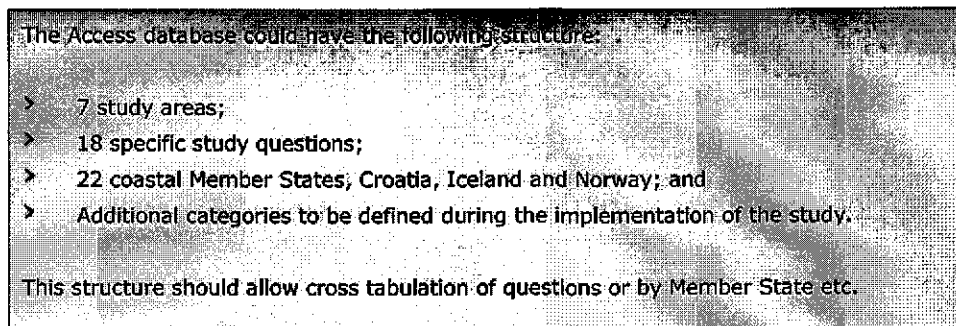
Task 3 includes the following activities:

- › Assessment of the collected data and preparing answers to the 18 questions.
- › Preparation of interim report
- › Preparation of draft Access database.

The output of Task 2 comprises the assessment and answering of the 18 questions included in the interim report and the Access database. It needs to be agreed during the inception phase how the Access database should be structured.

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*Text box 3.1 Structure of the Access database*



For the licensing questions, the costs of data for the MSFD and costs for off-shore wind farms, quantitative data will be estimated and be included in the database so specific data tables can be generated.

This means that data on costs of the meteorological, bathymetric and geological data could be presented in the following structure:

- > Data types (meteorological, bathymetric and geological)
- > Sector (Aquaculture etc)
- > Member State
- > Data acquiring format (purchase or own production)
- > Costs of data

This structure will allow for compiling relevant cross tabulations and for later update and re-calculations.

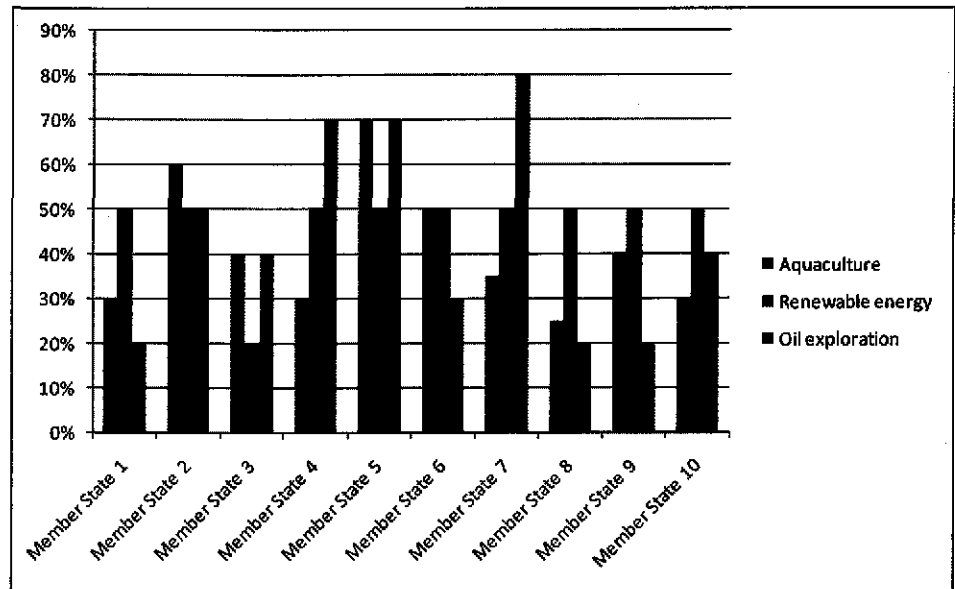
### 3.4.1 Assessment of licensing activities

Answering the questions 1 to 3 is mostly based on data collected as described under Task 1, 2 and 3. A few additional estimations and assessment are required. The results of the assessment will be presented in graphical and tabular forms as agreed in the inception phase.

The answer to question no 1) on the payment for data could be summarised by showing the percentage of data for which a given sector in a given Member State pay for the data.

An illustration is inserted below where the share of data is presented by country and sector. The Access database will be designed to allow for relevant cross tabulation. It will show, for example, the differences across Member States for the sectors or alternatively the result could be shown for all sectors in one specific country. The results would also be estimated for the three types of data separately.

Figure 3-2 Illustration of how the results could be presented - for example share of data that are bought by country and by sector (hypothetical data)



### 3.4.2 Assessment of costs of data for Marine Strategy Framework Directive

Based on the information gathered from questionnaires and interviews with the Member State CAs and the regional sea conventions, the data will be compiled in a database.

The questionnaires will provide information about the monitoring, gathering, maintaining and reporting of data as well the manpower needed, investments, administration and frequency of monitoring.

To assess the costs, it is typically necessary to estimate

- › Cost of monitoring equipment (ships/boats, measuring equipment, computer systems to register and analyse measure results, reporting systems for results)
- › Manpower needed (number of employees, types of employees such as biologists, laboratory technicians etc., full-time/part-time, annual costs of staff by category etc.)
- › Cost of establishing an administrative system to coordinate nationally or regionally all monitoring data from each marine water, and to analyse and report on the necessary results to authorities and the EU. It is also necessary to ensure compatibility with other countries' monitoring systems within the same marine water/marine region etc.
- › Frequency of monitoring.

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Estimating the costs of the required monitoring programmes involves several steps:

- › Identify the marine regions and sub regions and identify the countries that border on the same marine waters/marine regions.
- › Identify and specify the requirements of the monitoring programme based on the Annex V of the MSFD.
- › Identify to what degree the existing monitoring programmes in each country already fulfil these requirements. This leads to a list of gaps.
- › Identify possible solutions to close the gaps. Such as 1) implementing new systems in each country, 2) adjusting and expanding existing systems in each country combined with a common new system that uses the monitoring results from each country and generates the required coordinated and consistent monitoring results to the EU, etc.
- › Estimate the costs of each solution (including all costs bulleted above). Remember only to include the extra marginal costs compared with the present situation (baseline).

Figure 3-3 Draft overview of the knowledge available at the different sources

	Costs of monitoring program			
	Man hours	Investment	Administration	Frequency of monitoring
<i>CAs</i>	X	X	X	X
<i>Regional sea conventions</i>	X	X		X

The MSFD also requires that Member States prepare a programme of measures and that it is supported by a cost-benefit analysis. This leads to a demand for data that could be costly and complicated to gather. For example no existing work on assessing benefits quantitatively and in monetary terms was found thus indicating a need for primary data collection.

Based on these data, estimations can be carried out (the costs in total and divided between the actors). The estimation of the man hours in monetary terms will be done by asking to the type of skills need and then use an average salary.

The investments cost can be used directly and will only need to be discounted. The frequency is important to know as to what the cost and benefits will be in NPV or on a yearly basis. If information is missing for some countries then extrapolation can be applied to derive the missing estimates.

### 3.4.3 Assessment of data costs for wind farms

The estimation of the costs of data for wind farms will be based on the data from operators and Member State CAs. The format of the collected data would be:

- › Identification of types of data required by:
  - › Planning
  - › Construction
  - › Operation
- › Costs of purchasing or producing each set of data
- › Number of wind farms up to 2020 in:
  - › Planning stage
  - › Construction stage
  - › Operational stage

These data will allow an estimate of the costs. The initial consultation with operators will inquire about the difference in costs across Member States. If the data requirements and the costs of obtaining data vary, the assessment will specifically estimate the costs by Member States and the other three countries included in this study area.

### 3.4.4 Legal assessment

The legal issues have been addressed in the previous impact assessment although not in detail. The objective of the assessment under this study is to further assess two options, Regulation or Directive, as the basis for Community actions on marine knowledge, but more importantly the legal basis. The legal assessment will include the following steps

- › Assess alternative options for the legal basis
  - › Review the relevant EC Treaty articles
  - › Review EU case-law for relevant examples
  - › Define and assess option for legal basis
    - › Single basis in specific Article
    - › Multiple legal basis
- › Define the legal options:
  - › Directive
  - › Regulation
  - › Others

- › Assess each option
  - › Advantages and disadvantages
- › Compare options

Firstly the options will be assessed with regard to what could be used as the legal basis for the option. Given that marine policy as such does not have a legal basis; it has to be defined with regard to other Community objectives. For example, we understand that the INSPIRE Directive is based on the environmental articles of the Treaty.

We will investigate the possible legal bases for a Directive or Regulation, particularly looking at the potential to have multiple legal bases, and where relevant, citing examples of where such different legal bases have been applied. The assessment should also consider the general principles for EU legislative actions: the subsidiarity and proportionality principle.

The second element of the legal assessment is to compare alternative legal instruments and assess the advantages and disadvantages. Directives and Regulation are both legally binding instruments and by comparing with possible similar situations and with the type of role and responsibility required by each Member States the two options will be assessed.

### 3.4.5 Assessment of innovation from marine data

The assessment of the innovation potential will be based on the data and information gathered from the relevant stakeholders.

**Aquaculture.** The risks that potentially could be reduced include risks to the production from pollution, invasive species and meteorological conditions. Through the consultations with the industry and potentially research institutions, possible innovations will be identified.

**Insurance companies.** The second area is related to insurance companies and innovation that would come from better being able to assess the risks in coastal areas. Better quality of data could lead to more site specific risk assessments that would allow insurance companies to offer insurance policies tailored to the local risk profile. This should overall decrease the premium of such insurance policies.

**Tourist industry.** The third area is related to the possibilities for the coastal tourist industry to increase the season for tourism. A longer tourist season could be related to better information about the weather conditions, including sea conditions. It could also be related to better information about marine life allowing for example fishing, diving or whale watching to take place outside the "normal" season. In principle better information about marine life could also improve the experience for the tourist within the "normal" tourist season and thereby potentially attracting more tourists.

**Bio-economy.** Better data could support the discovery of new marine based bio-products. While the specific discovery of marine species that could have a potential commercial application is likely to depend on very detailed sampling, it might be that such sampling searches could be planned more efficiently. It could also be that harvesting of the marine products could be made more efficient if more high quality data were available.

For all the four areas, the consultation with research institutions and larger commercial actors will bring examples forward. In order to use the examples to illustrate the benefits of improved marine data knowledge it is important that the examples can be quantified. Ideally, the results should include:

- › Description of the innovation.
- › What marine data would specifically promote this innovation
- › What would be the estimated value added from this innovation
- › What could be turnover and job creation as a result of the innovation

The quality of the assessment will depend on the data and information that can be gathered from the research institutes or from the industries.

#### 3.4.6 Assessment of potential for reduction of uncertainty

The assessment should provide three examples of where reduced uncertainty about the behaviour of the sea or state of the sea would provide economic benefits. The format for the assessment would be to:

- › Estimate the baseline:
  - › What are the impacts of the existing uncertainty;
- › Estimate the effect of the options:
  - › The type of knowledge that would reduce this uncertainty and
  - › The economic benefits of the reduced uncertainty.

Given that the results of this study feeds into an impact assessment, the data on benefits of options should be estimated against a clear baseline.

#### 3.4.7 Governance of European marine Observation and Data Network

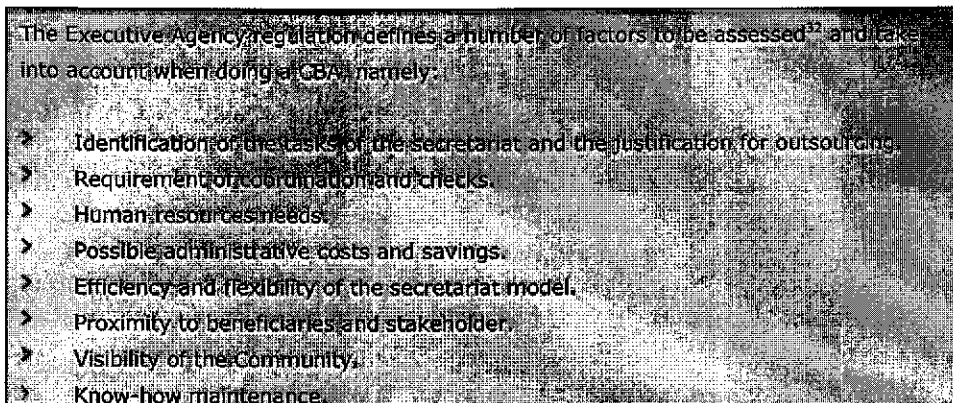
The options for governance of the European marine Observation and Data Network will be based on the proposed secretariat addressed in the "Marine Knowledge 2020 Communication". A secretariat for the European Marine Observation and Data Network would:



- › Deliver an annual work programme to achieve a set of objectives
- › Negotiate approval of the work programme with a "governing board"
- › Implement the work programme in a way that is compatible with the EU's Financial Regulation

It is proposed to do the cost benefit analysis of a secretariat inspired but not limited to the method used when setting up Executive Agencies. This has been tested and the model has previously<sup>31</sup> been used for three different agencies in terms of tasks and size, cf. text box below.

*Text box 3.2 Method used when establishing Executive Agencies*



The factors listed in the text box are addressed in three steps:

- › Step 1: Assess the organisation and tasks of proposed secretariat.
- › Step 2: Analyse different organisational option for the secretariat.
- › Step 3: identify the strength and weaknesses of each option as well as the potential monetary costs.

**Step 1 - tasks of the secretariat.** The first step is to assess how such an arrangement would work. It follows the principles of an organisational review contributing to answer the needs to be addressed by the secretariat and the intervention logic behind a secretariat. More specifically the intervention logic concerns the identification of tasks outsourced to the secretariat and the justification and suitability of these tasks.

The initial step is to assess the mandate of a secretariat and the workflow, tasks, staff and outputs. This understanding builds on a systems-based perspective of organisational change and capacity building, inspired by H.J. Leavitt's system model<sup>33</sup>, which incorporates four interlinked organisational elements.

<sup>31</sup> CBA of TEN-T EA, Midterm evaluation of EACEA, Midterm evaluation of EAHC

<sup>32</sup> Article 3(1) of the Council Regulation (EC) No 58/2003

<sup>33</sup> Widely used and reinterpreted in literature on organisational change. Originally from Leavitt, H.J. (1965): *Applied Organizational Change in Industry. Hand- book of Organizations* ed. by J.G. March, Chicago, Rand McNally.

*Text box 3.3 Organisational elements in a system mode*

**Tasks** describe how work of the secretariat organisation. They range from a few high-level cross-functional integrated core processes down to detailed departmental processes and procedures.

- › **Structure** defines the boundaries of authority and decision-making and identifies the key personnel responsible for tasks.
- › **People** identify the skill sets needed and the numbers of people with various skills.
- › **Tools** represents physical facilities and capital equipment - hardware and software systems, management and reporting systems, written documents such as policies, procedures and manuals, and compensation tools.

In order to assess the functioning of the secretariat we propose to assess and analyse key tasks. The result will be an overview of the resources to be used by the secretariat. Other examples of similar secretariats will be used as benchmark.

**Step 2 - secretariat options.** In the ToR a number of options are mentioned e.g. to run the secretariat like:

- › Joint Programming Initiative on Healthy Seas and Oceans
- › Through the Joint Research Centre
- › An executive agency
- › Through a public-private partnership

Further options will be assessed through literature review and interviews with Commission staff in DG MARE, DG HR and DG BUDG.

**Step 3 - Strength and weaknesses.** The different options will be assessed finding the strengths and weaknesses of each option. This will be done in a qualitative manner addressing not only the factors mentioned above, but also possible constraints in terms of compliance with the financial regulation and the governance of the secretariat.

Finally, given that suitable options for the secretariat have been identified the monetary costs will be calculated. It is proposed to identify the number of staff, staff costs, overheads of the organisation, and programming costs.

The costs will be presented and compared for each option for a time period (e.g. 7 years 2013-2020). A benchmark could be the costs of doing it inside the Commission e.g. in DG MARE.

The sources of information will mainly be literature review, interviews with key personnel in the Commission<sup>34</sup> and staff in other similar organisations identified under step 2.

<sup>34</sup> Parent DG MARE and recommendations from DG ADM/DG Budget

### 3.5 Task 4 Complete final report

The main purpose of Task 4 is to review the comments that have been provided by the stakeholders and complete the final report. It includes the following activities:

- › Submission of interim report for stakeholder consultation
- › Preparation of presentation of results for Marine Observation and Data Expert Group and Member States Expert Group for Maritime policy
- › Review of comments and data from stakeholder consultation
- › Preparation of draft final report and revised Access database
- › Preparation of the final report based on DG MARE's comments to the draft final report.

The results of task 1 to 3 will be included in the interim report which will be submitted to the stakeholders. They will comments and potentially provide additional information.

For the Marine Observation and Data Expert Group and for the Member State Expert Group for Maritime Policy, a presentation of the study results will be made based on the interim report findings.

The draft final report will be developed taking comments from DG MARE and the stakeholder consultation into account. The Access database will be updated accordingly.

We envisage that that DG MARE could have clarifying questions to the draft final report. Hence, the final report will be completed by revising the draft final report with regards to the DG MARE's final set of comments. The Access database will again be updated where relevant.

The output of Task 4 includes:

- › *Draft final report and draft final Access database*
- › Final report and Final Access database

The format of the reports has to be agreed with DG MARE during the inception phase. The reports could be organised around the 18 study questions with tables presenting the results by country and region and by industry (questions 1 to 5). The accompanying text would present the approach and the precision or uncertainty in the answers.

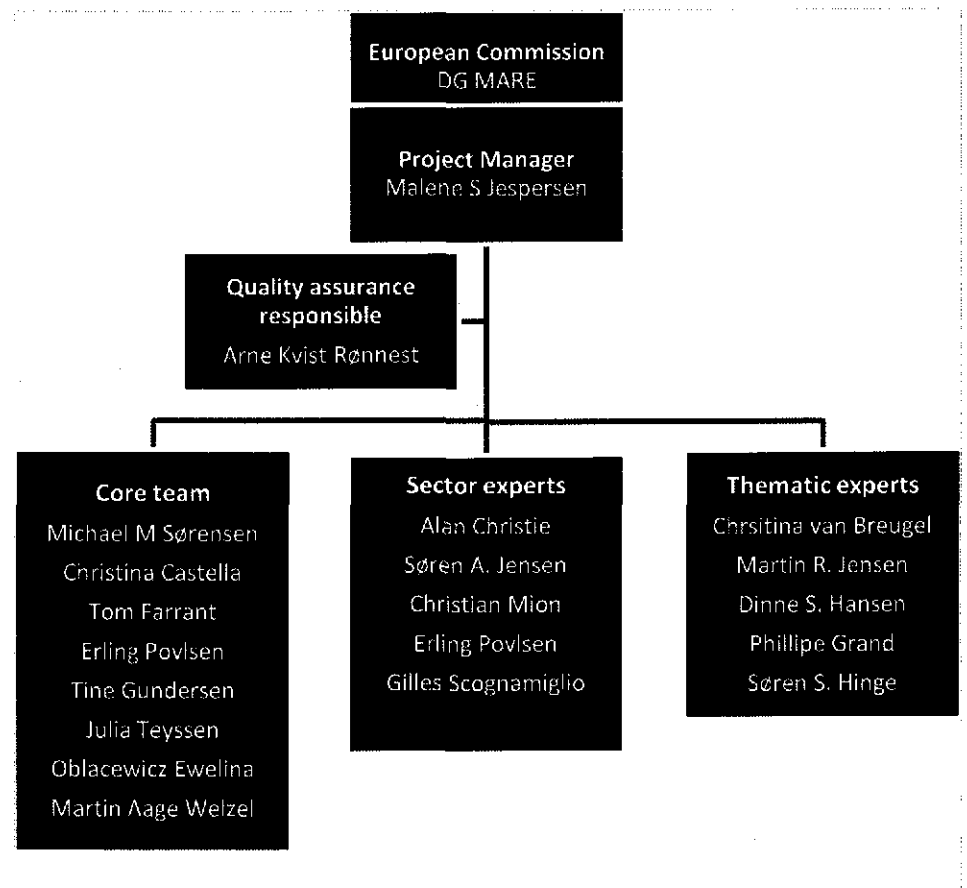
The possible structure of the Access database is discussed in Section 3.4.

## 4 Organisation

### 4.1 Project management

The study is managed by a project manager from COWI A/S, responsible for the entire process and all deliverables as well as for the communication with the Client. The team consist of experts from COWI A/S and Ernst & Young who have long term experience in cooperation.

Figure 4-1 Organisation of team



*AW*

As indicated the project manager will be supported by a core team of experts as well as a group of sector experts and thematic experts. The specific roles of these three groups is explained below

**Role of the core team.** The experts of the core team will take part in the project implementation all throughout the study and be the key experts driving the process with the project manager in the lead position. These experts will be in charge of the desk study and conduct the interviews with the stakeholders and will also do the main part of the analysis and the final reporting

**Role of the sector experts.** The sector experts will provide specific expertise on the sectors mentioned in section 2.2 of the ToR. Their expertise will be drawn upon in identification of relevant literature and they will participate in interviews with relevant stakeholders within their field of expertise. The experts will also provide specific input to the reporting and peer review parts in the final report relating to their expertise

**Role of the thematic experts.** The role of the thematic experts will be similar to the sector experts – these experts will provide input to specific parts of the project relating to their field of expertise and will typically be a key contributor to these specific tasks.

**National consultants.** We have furthermore in the budget made a provision for inputs given by national consultants, particularly in those cases where language capabilities of core team members are not sufficient to ensure effective oral and written dialogue/analysis of nationally produced documents. We will analyse the need for national consultants during the inception phase and allocate resources accordingly. The national consultants will be identified via our existing network and via dialogue with relevant national authorities.

**Internal communication.** In order to secure internal communication and a common understanding of the project and tasks to be undertaken the following measures will be taken:

- › A one day kick off team meeting to start the project, with participation of all experts of the core team
- › A video conference/face to face meeting with involved experts every time a new task starts up and every time a sector or thematic expert is commencing on a new task
- › Regular video conferences with the core team to follow up on progress of the project. In the first phase of the project these meetings will be carried out on a weekly basis. As the project progress the meetings will have an ad hoc nature depending on the need

**Geographical coverage.** The study will cover different geographical areas depending on the tasks as seen in the below.

*Table 4-1 Geographical coverage of the tasks*

Task	Geographical coverage
Marine data in the licensing process	EU coastal states, Croatia, Norway and Iceland
Cost of data for marine strategy framework directive	EU coastal countries and Croatia
Cost of data for offshore wind farms	EU coastal states, Croatia, Norway and Iceland
Legal basis of Regulation or Directive	Not specified – EU level
Innovation from marine data	Not specified – general questions to be answered
Reduction in uncertainty	Not specified - three examples will be presented – preferably representing a geographical spread.
Options for governance of European marine observation and data network	Not specified - EU level

As mentioned in the methodology, section 3.3, data will have to be collected from all coastal EU Member States and Croatia, Norway and Iceland.

It should be emphasised though that the consortium has local presence in all the involved countries that may be mobilised if assistance should be needed in order to gather national data.

The proposed team members have broad experience in working across the EU 27, Croatia, Norway and Iceland.

## 4.2 Project planning

The project has an overall duration of eight months from contract signature to submission of the final report. However, the main bulk of work is to be delivered in the first four months with submission of the Interim report which will have the layout of the final report and include answers to all the questions. In the three months following the submission of the Interim report stakeholders will be invited to comment on the report and based on these comments the final report will be delivered.

The first phase will therefore be intensive with a large data gathering and analysis and will result in the following deliverables:

- › A detailed work plan to be delivered at the kick off meeting
- › An inception report incl. interview guide and list of stakeholders to interview
- › Two progress reports to be discussed with DG MARE staff.
- › An interim report which will have the form of the final report

The second phase of the project will see the following deliverables:

- › Presentation of the results to the Marine Observation and Data Expert Group and to the Member States Expert Group for Maritime Policy
- › A draft final report incorporating comments from stakeholders.
- › A final report reflecting the comments of the Commission to the draft report

The proposed time schedule is presented in table below showing the planning of the execution of the work, the deliverables and meetings with the Client.

**Risks and mitigation measures.** A number of specific risks must be taken into consideration during project implementation and these are listed in the table below together with the proposed mitigation measures.

Table 4-2 Risks and mitigation measures

Risk	Proposed mitigation measure
Lack off commitment of Member States to answer the questionnaires	Pilot testing of the questionnaire to ensure that it is targeted and easily understood. Moreover, an introductory letter or pre-notification from the Commission emphasising importance of participation often strengthen responsiveness
Insufficient quantitative and comparable data	Core team which is fully familiar with the study scope and detailed contents responsible for the data collection – this enables interviewers to pose alternative questions and identify needs for clarification during the interview in order to get relevant data
Lack of availability of stakeholders for interviews	Face to face interviews with the stakeholders facilitate communication and reduce barriers
Limited ability of stakeholders to speak/read English/French	Engage national consultants (or translators depending on needs) in those cases where a) interviewee and interviewer do not speak the same language b) where documents prepared in national languages need to be translated/analysed. Provisions for national consultants/translators are included into the financial offer

**Division of tasks among the experts.** As mentioned above the team will consist of a project manager, a quality manager and three main teams. The table below shows the division of working days among the project manager, the QA expert and for the core team as well as an overview of the days that are budgeted for the team of sector and thematic experts. The exact days awarded each experts of these two teams will be specified during the implementation depending on the actual need.

Table 4-3 Distribution of working days the project team (man-days)

Name	Role in project	Task 1 Inception	Task 2 Data collection	Task 3 Assessment	Task 4 Complete report	Total days
1. Malene S. Jespersen	Project man.	7	14	7	7	35
2. Michael M. Sørensen	Core team	4	3	4	4	15
3. Christina Castella	Core team	7	15	7	6	35
4. Tom Farrant	Core team	10	20	10	10	50
5. Erling Povlsen	Core team	9	8	9	9	35
6. Tine V. Gundersen	Core team	8	26	8	8	50
7. Julia Teysen	Core team	8	21	8	8	45
8. Oblacewicz Ewelina	Core team	8	21	8	8	45
9. Martin Aage Welzel	Core team	8	21	8	8	45
Thematic experts*		16	5	32	16	69
10. Christina van Breugel	Thematic					7
11. Martin R. Jensen	Thematic					20
12. Philippe Grand	Thematic					20
13. Dinne S. Hansen	Thematic					15
14. Søren Hinge-Christensen	Thematic					7
Sector experts*	-	5	10	7	6	28
15. Alan Christie	Sector					7
16. Gilles Scognamiglio	Sector					7
17. Christian Mion	Sector					7
18. Erling Povlsen (see above)	Sector					
19. Søren A Jensen	Sector					7
'Not specified'	National consultants	10	10	0	0	20
20. Arne Kvist Rønne	QA manager	1	2	1	1	5
Mette Bille	Secretariat	4	2	0	3	9
<b>Total days by task</b>		<b>105</b>	<b>178</b>	<b>109</b>	<b>94</b>	<b>486</b>

\*At this stage the detailed planning of the sector and thematic expert have not yet been determined however the overall allocation distribution is intended as above.



Table 4-4 Time schedule of the evaluation (to be specified during Inception)

Tasks /Weeks (after signature)	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32		
Task 1 Inception phase																																		
Task 2 Data Collection																																		
Task 3 Analysis																																		
Stakeholder consultation																																		
Task 4 Reporting																																		
<b>Meetings and deliverables</b>																																		
Kick-off meeting			x																															
Inception report				x																														
1st progress report								x																										
2nd progress report											x																							
Interim report and Access database																x																		
Presentation of results																																		
Draft final report																																		
Final report																																		

### 4.3 The proposed team

In choosing the project team we have put particular emphasis on having a number of experts on the core team available to drive the project, gathering and analysing the data in a relatively short period of time, supplemented by key sector and thematic experts.

The table below presents a brief overview of the experts and their role in the project followed by a short text presenting the experts key qualifications.

Table 4-5 The proposed team and their field of expertise

	Core team								Thematic experts				Sector experts				O A			
	1. Malene S. Jespersen	2. Michael M Sørensen	3. Christina Castella	4. Tom Farrant	5. Erling Povlsen	6. Tine V. Gundersen	7. Julia Teysen	8. Oblacewicz Ewelina	9. Martin Aage Welzel	10. Christina van Breugel	11. Martin R. Jensen	12. Philippe Grand	13. Dinne S. Hansen	14. Søren Hinge-	15. Alan Christie	16. Gilles Scognamiglio		17. Christian Mion	18. Erling Povlsen	19. Søren A. Jensen
Project management	X	X	X	X	X	X	X			X		X	X					X	X	
Desk study	X	X	X	X	X	X	X	X	X	X		X	X						X	X
Planning and execution of stakeholder consultations	X	X	X	X		X	X	X	X	X		X							X	X
Legal analysis						X						X								X
Organisational analysis			X	X		X	X		X		X	X								X
Innovation	X								X		X				X	X	X			X
Aquaculture															X					
Renewable Energy					X							X							X	
Minerals extraction																	X			
Oil exploration					X							X						X		
Oil exploitation					X													X		
Port, harbour or marina development					X											X				
Cable and pipeline laying					X													X		
Data network														X						

Note: National consultants not included into the table since they are not yet selected.

The key qualifications of the team members are presented below.

### 4.3.1 Core team

**Project manager, Malene Jespersen** is a highly experienced team leader with more than 20 years of consultancy experience. She has headed a wide range of studies for the European Commission that typically also involve extensive data gathering. Many of these studies are impact assessment studies and evaluation studies where it is of utmost importance to ensure that data and information that are gathered are consistent; comparable and quantitative. She thus holds a strong experience in addressing this challenge. Further, she is highly experienced in managing teams that combine different nationalities and different disciplines. She has a solid experience in the organisation of seminars, workshops and focus group and is a highly skilled presenter. Over the last decade she has worked primarily for the European Commission including DG MARE, DG ENV, DG MOVE and DG ECHO, and she thus has a very good understanding of the processes and requirements involved in EU impact assessments and evaluations. Of particular relevance to this assignment, it is worth mentioning that she recently headed the impact assessment study on integrated coastal zone management (DG ENV) and that her CV counts more than 10 impact assessment references as well as several evaluations including the mid-term evaluation of ACFA (DG MARE). In addition to her substantial experience in impact assessments and evaluations, she also has a strong track record in the development of indicators; in solving assignments for DG MARE/Fisheries and in relation to water management including the MSD.

**Michael Munk Sørensen** is a senior economist with extensive water economics experience from more than 20 years of professional assignments. Michael's vast water sector experience includes working at feasibility study level of individual projects to overall sector and policy studies focussing on the implementation of EU water and marine directives. Michael has done many impact assessments for DG Environment and therefore also combines the water sector knowledge with in-depth experience of EU's policy development process including the impact assessment process. Marine water issues has been an integrated part of several of Michael's assignments notable the work on integrated coastal zone management where Michael has participated in an impact assessment study on options to strengthen EU policy. Michael is current Technical Director in COWI's Economics unit. He has been with COWI since 1989 except for 4 years where he worked in the UK and did a number water policy studies for DEFRA, Environment Agency and Scottish Government.

**Christina Castella** is a Manager within Ernst & Young's Government and Public Sector Advisory team in Paris, France. She has 10 years experience covering both public policy evaluation and financial and organizational audit assignments. Christina has performed many assignments addressing an assessment of policy impact, and has recently been involved in various assignments in the area of fisheries and maritime affairs, including:

- › Interim evaluation of the EFF (2007-2013) contributing to the ex-ante evaluation of a possible Future financial instrument for Fisheries (DG MARE) (2011)
- › Interim evaluation of the EFF (2007-2013) in France (2011)

- › Evaluation of DG MARE external communication activities on Common Fishery Policy and Integrated Maritime Policy
- › Study on the Interim evaluation of the EFF 2007-2013: support to the drafting the methodological framework to conduct EFF interim evaluation at national level – European Commission Directorate-General for Maritime Affairs and Fisheries (DG MARE) (2010)
- › Interim evaluation of DG MARE external communication – European Commission Directorate-General for Maritime Affairs and Fisheries (DG MARE) (2010)
- › Ex-post Evaluation of the FIG 2000-2006 - European Commission Directorate-General for Maritime Affairs and Fisheries (DG MARE) (2010)
- › Study on the supply and marketing of fishery and aquaculture products in the European Union - Directorate-General for Maritime Affairs and Fisheries (DG MARE) (2009)
- › Evaluation of the financial and non-financial instruments of the Common Organisation of the Markets (CMO) in fishery and aquaculture products - European Commission Directorate-General for Fisheries (2008)
- › Ex-post Evaluation of the FIG 1994-1999 - European Commission Directorate-General for Maritime Affairs and Fisheries (DG MARE) (2004)

**Tom Farrant** is a senior consultant with Ernst & Young Advisory in Paris, public policy evaluation practice. Since joining Ernst & Young Paris, Tom has been involved in conducting evaluation studies and impact assessments especially on EU projects and policies. In the area of fisheries and maritime affairs, Tom undertook the mid-term evaluation of the European Fisheries Fund (2007-2013) for the DG MARE, intended to feed the ex-ante evaluation of a new financial funding instrument for 2014-2020. In addition, he prepared the synthesis of individual Member State mid-term evaluations, as well as preparation for, and participation in, the Strategic Debate on the implementation of the national programmes. He is currently performing an impact assessment for DG Justice relating to a study on the free movement of public documents in the European Union.

Other recently assignments have included the mid-term evaluation of the EU-Africa Infrastructure Trust Fund, and an evaluation of the European structural and cohesion funds reallocation options within the National Strategic Reference Framework 2007-2013 of the Romanian Government. In addition to this, he has worked on project management and implementation of large scale project for several public and private companies, including Geodis and Crédit Foncier de France. Prior to joining Ernst & Young's France practice, Tom was a senior consultant in the Adelaide office of our Australian practice for over 3 years.

**Erling Povlsen** has extensive experience in supporting license application and undertaking EIA of most of the off-shore activities to be covered in this study. He has 30 years of professional experience as a marine biologist. He is a specialist in Environmental Impact Assessments (EIA) and Environmental Monitoring in the marine environment. He has been involved in Environmental Impact Assessments of a wide variety of projects including: oil and gas exploration, oil and gas exploitation, port, harbour and marina development, wind farms and cable and pipeline laying. Mr. Povlsen has a long experience record on all types of monitoring programmes in marine environments.

**Tine Gundersen** has an MSc in EU Business and law and has extensive experience in analysing EU policy. Ms Gundersen has strong communication skills and has significant experience in managing complex stakeholder consultations, hereunder carrying out interviews, preparing questionnaires and organising workshops. She has moreover experience from planning and implementing capacity building workshops. She has experience in carrying out impact assessments, evaluations and more explorative studies. She has amongst other participated in the Evaluation of the Advisory Committee of Fisheries and Aquaculture (ACFA) and impact assessment for the legislative review of passenger ship safety for DG MOVE.

**Julie Teysen** is a junior economist. She has worked on several transboundary policy projects in the field of renewable energy, oil exploration and sustainability. This work has included impact assessments, economic and regulatory analyses, policy advice work, analyses of policy changes to increase sustainability and mitigate climate impacts as well as commercial analyses in the electricity and oil & gas sector. Mrs Teysen has a strong background in quantitative methods and has, among other things, conducted various regression analyses to uncover the economic and social effects from changes in regulatory regimes in the energy sector. She is currently engaged in an impact analysis of a passenger ship legislative review for the European Commission.

**Oblacewicz Ewelina**, Master in International Affairs, is a consultant with Ernst & Young specializing in studies and evaluations at EU level, such as the Interim evaluation of the EFF (2007-2013) contributing to the ex-ante evaluation of a possible Future Financial Instrument for Fisheries (2014-2020). She recently contributed to the Evaluation of the Frontex Operational Office (FOO).

**Martin Aage Welzel**, Master in Political Science, is a consultant with COWI specialising in evaluation techniques - which have been applied in studies within fields such as migration and structural funds (evaluations of projects funded by the European Regional Development Fund and the European Social Fund). Mr Welzel is an officer of the reserve in the Royal Danish Army and he has also conducted various studies in the field of international security.

#### 4.3.2 Thematic experts

*Marine Water Framework Directive:* **Christina van Breugel** is proposed as the expert in the Marine Strategy Framework Directive. She has worked with the Danish implementation of the directive and at an EU level with requirements to the economic assessment component of the directive. This has covered issues of data availability and the need for additional data collection across EU Member States.

Christina has an advanced degree in environmental economics. Through her professional career in the Danish Ministry of Environment and COWI, Christina has obtained a solid understanding of the application of environmental economics as part of preparing and implementing environmental legislation. As a member of the Danish EPA's environmental economics team, Christina provided input and advice on numerous environmental issues, undertaking stakeholder consultations and defining new legislative objectives. She has also participated in working

groups on key *methodological issues*, for example on benefit measurements and the use of benefit transfer in cost-benefit analysis.

In COWI, Christina has been involved in a large number of projects, all relating to environmental policies. Assignments have mainly been concentrated in the fields of water, marine water, biodiversity, resource efficiency, sustainability, soil and eco-innovation.

*Organisational Analyst:* **Martin R. Jensen** has extensive experience in carrying out cost benefit assessments and evaluations of EU executive agencies, regulatory agencies and joint undertakings. He is an experienced EU evaluation expert and EU affairs consultant. He has built up strong experience on EU funded projects and programmes (CBA, policy assessment, Ex-Post, Mid-Term and Ex-Ante evaluation studies, research). Mr Jensen was CBA expert on the initial Cost-Benefit analysis performed to establish the TENT Executive Agency (TЕНEA), responsible for modelling and carrying out the actual cost calculations as well as the updating study part of the proposal to extend the mandate of TЕНEA. Mr Jensen was responsible for the retrospective CBA carried out in the interim evaluation of the EAC Executive Agency and Mr Jensen was leading the interim evaluation of EAHC and the mid term evaluation of TEN-T EA , which both includes a retrospective CBA as well as an evaluation of the Agencies. He is therefore is very acquainted with agency evaluations as well as the different models of outsourcing work in the EU as well as with the institutional set up and the underlying regulations (financial regulation, staff regulation and agency regulations).

*Innovation:* **Philippe Grand** specialises in Advisory services on technological and scientific policies, such as the evaluation of innovation support actions for enterprises: Jessica (electronics), Genopole network, incubators (Ministry of Research), Technorating (Anvar), feasibility study and business plan for Minatec (CEA), Teratec (CEA/CNRS), ICM (CNRS/INSERM), Soleil Synchrotron (CNRS/CEA), BioParc, Cancer Pole associated with the IGR cancer institute, and help in developing the strategy of the Île de France Bio-Cluster.

*Legal analysis:* **Dinne Smederup Hansen** is proposed as the legal experts on the team. She is a highly qualified policy expert with 18 years of experience from public administration and consultancy in the field of environment, energy & climate change and with a long track record of implementing EU requirements and international environmental obligation on a daily basis. She is an experienced international project manager able to facilitate, motivate and implement EU policy measures at national, regional and local level. Ms Hansen has assisted the Commission (DG ENV, DG MARE, DG CLIMA, DG ECHO, DG HOME, DG ELARG, DG JUST, DG ENTR) in policy assessments and implementation analyses providing recommendations on how to implement new EU policies and measures. She has furthermore substantial experience in carrying out EU impact assessments. In 2011, she assisted DG ENV and DG MARE in assessing the environmental, social and economic impacts of the EU's potential proposal for strengthening its approach on integrated coastal zone management (ICZM) in the EU-27. The assessment was based on the 2007 evaluation of the ICZM Recommendation and the current EU policy context (the WFD, the MSFD and the Maritime Policy incl. maritime spatial planning) as well as the ICZM Protocol

under the Barcelona Convention. Much of her recent work has focused on the shift towards a low-carbon economy in key economic sectors and sustainable growth, addressing both private sector initiatives and public sector framework setting and incentive making.

*Existing database networks:* **Søren Hinge-Christensen** has extensive experience in designing GIS and database tools for water and nature resource management. Among these he has developed tools for linking hydrodynamic and water quality models with GIS. He has implemented decision support systems and water quality monitoring systems in developed as well as developing countries. Lately he has been engaged in developing GIS methods for impact assessments in relation to EIA and flood mapping. Mr. Hinge-Christensen has an extensive experience from a number of assignments within protected areas management in new EU member states and in Denmark.

#### 4.3.3 Sector experts

*Aquaculture:* **Alan Christie** works with large and medium-sized multinational companies, with a key specialisation in Aquaculture, Fish Processing and other Agri-business sectors. He has provided transaction support for many salmon farming acquisitions for Scottish, Chilean and Norwegian producers, including: Marine Harvest ASA, Scottish Sea Farms Ltd, Grieg Sea Farms Ltd, Scottish Enterprise, Labeyrie (now Alfesca) (2000 to 2008), as well as for a potential EU cross border deal involving companies in the fish processing and shellfish industries (2008)

*Port, harbour and marina development:* **Gilles Scognamiglio** specializes in strategic and economic analysis in ports. He is responsible for port and airport activities for Ernst & Young France. Some of his previous clients include Port of French Guiana, Port of Nantes Saint-Nazaire, Port of Fort de France, Port of Bayonne, Port of Brest, Directorate of Maritime Transport, Ports and the Seaboard, Port Dredging Economic Interest Group, Port of le Havre, Port of Dieppe, Port of Calais, Port of Fécamp.

*Minerals Extraction:* **Christian Mion** has over 25 years of experience with major companies. Being member of the E&Y Global Mining Team he coordinates all Global Policies (Worldwide policies) regarding all mining assignments (HG, Mid Class and Junior companies). Across Western Africa, Christian has supervised many projects related to contract and joint venture analyses in the mining sector.

*Oil extraction and exploration and Cable and pipeline laying:* **Erling Povlsen** is part of the core team but he is also covering the specifics of these sectors. Based on his extensive work with licensed marine activities and drawing on further in-house company experience he will cover specific issues in these sectors.

*Wind Farms and Renewable Energy.* **Søren A. Jensen** has worked within the wind energy sector covering all phases from wind resource measurements and assessment, wind farm layout, planning and design of wind farm projects, specification of wind turbine technology. Mr. Jensen has experiences on onshore

and offshore wind energy. Mr. Jensen has assisted governments in preparation of renewable energy master plans for implementation of renewable energy technologies including assessment of renewable energy resources and outline of framework for supporting the market and the industrial development within the renewable energy sector. The activities carried out for governmental authorities have also included capacity building on knowledge regarding renewable energy utilisation.

During the last ten years Mr Jensen has also been working on renewable energy projects covering studies for utilisation of other renewable energy resources.

Mr. Jensen has an extensive experience as Project Manager for planning, design and implementation of wind power plants and has a detailed knowledge of tendering procedures and contract management and Quality Assurance management. He has been working with complex renewable energy projects in many countries world-wide carried out for governments, donor organisations, banks and private investors.

#### 4.3.4 Quality Assurance

As part of the Quality Assurance protocol a specific responsible for Quality Assurance of the process and all deliverables is appointed.

Mr. **Arne Kvist Rønne** has a strong academic background combined with extensive experience in implementing several evaluation studies for DG TREN as Team Leader and evaluation expert. He has carried out assignments in public policy analysis, and strategy development. He has considerable experience with sustainability issues from environmental and natural resource management projects. He is highly experienced in carrying out qualitative analysis using different data gathering techniques; in this regard he has developed an analytical tool that is widely used in COWI for data gathering.. Mr. Rønne is head of COWI's Department of Economics (35 consultants).

### 4.4 Quality assurance

COWI has a well developed quality management system, which any project carried out by COWI, including the project in question, has to comply with.

COWI's quality management system fulfils the requirements of ISO 9001:1994 and the basic principles of ISO 14001:1996. In addition, it complies with the EFCA and the FIDIC publication: Guide to the Interpretation and Application of the ISO 9001:2000 Standard for the Consulting Engineering Industry.

The quality management system is described in a quality manual which can be obtained upon request. The quality manual determines the basis and framework of the detailed internal requirements and rules of quality management.

For large programmes with extensive data collection we pay special attention to ensuring the quality and validity of the data collected. The present project covers



extensive data collection, and clear communication and standard data collection methods are key to ensuring quality inputs.

Our experience shows that the following quality assurance features are particularly important when designing the project set-up:

- › careful planning of all stages of the project, ensuring that all members of the project team are fully informed about the timing and deadlines
- › explicit and easy-to-understand guidelines, interview guides and questionnaires will be developed from the onset of the project
- › clear instructions and coaching of experts who will be working on their own
- › examples and templates are made available well in advance and discussed with team members
- › key principles for data collection and verification are communicated
- › project homepage with easy access for all experts to all project documents, guide, templates and examples.

**Quality plan.** For all projects, a quality plan is prepared as soon as the contract is signed, as it will be for this project as well. The plan describes the specific quality assurance activities to be undertaken during project implementation. It will be handed over to all members of the project team at the commencement of their assignments. Among the topics dealt with in the quality plan are the following:

- › **Communicating with the Client.** Project Manager Malene Sand Jespersen will ensure, through meetings and dialogue, that Client needs are addressed.
- › **Review and validation.** Reviews are performed when necessary through a systematic review of a delivery or parts of it. Problems, if any, are identified and corrective actions proposed. The results of reviews are documented.
- › **Approval.** When a document has been verified and reviewed according to plan, the leader responsible for the activity in question approves it for further use. The approval is documented.
- › **Publication of project results.** Project results, e.g. in the form of articles/conference papers or brochures, may only be published upon written acceptance from the Client. The same applies for handing over project material to third parties.
- › **Archiving.** The project file is reorganised with due consideration to possible future needs for documentation, and the material is placed in the company archives. A specially designed numbering system is applied.

The quality plan may be obtained by the Client upon request.

## Appendix A Financial offer

See overleaf.



## Appendix B Declaration of honour

See overleaf.

## Appendix C CVs

See overleaf.



## Europass Curriculum Vitae

# COWI

### Personal information

Surname(s) / First name(s) **Jespersen, Malene Sand**  
Address(es) COWI A/S, Parallelvej 2, DK-2800 Kgs. Lyngby, Denmark  
Telephone(s) +45 45 97 21 39 Mobile:  
Fax(es) +45 45 97 22 12  
E-mail [msi@cowi.dk](mailto:msi@cowi.dk)  
Nationality Danish  
Date of birth 19 June 1962  
Gender Female

### Work experience

Dates 2010-  
Occupation or position held Market Director  
Main activities and responsibilities Project management, member of department management team and strategic management of EU market  
Name and address of employer COWI A/S, Parallelvej 2, DK-2800 Kongens Lyngby, Denmark  
Type of business or sector Consultants

Dates 2005-2009  
Occupation or position held Head of Department, Economics - Environment, Health and Social Affairs  
Main activities and responsibilities Manager of department of 40 employees, mainly professionals  
Name and address of employer COWI A/S, Parallelvej 2, DK-2800 Kongens Lyngby, Denmark  
Type of business or sector Consultants

Dates 2001-2005  
Occupation or position held Chief Project Manager and Head of section  
Main activities and responsibilities Management of staff, project portfolio management and management of large multi-disciplinary projects  
Name and address of employer COWI A/S, Parallelvej 2, DK-2800 Kongens Lyngby, Denmark  
Type of business or sector Consultants

Dates 1996-2001  
Occupation or position held Head of Section, Environmental Policies and Resource Economics, Department for Environmental Economics and Regulation  
Main activities and responsibilities Management of staff and project portfolio  
Name and address of employer COWI A/S, Parallelvej 2, DK-2800 Kongens Lyngby, Denmark  
Type of business or sector Consultants

Dates 1991 -1996  
Occupation or position held Economist, Economic Planning Division  
Main activities and responsibilities  
Name and address of employer COWI A/S, Parallelvej 2, DK-2800 Kongens Lyngby, Denmark

Type of business or sector Consultants  
 Dates 1990-1991  
 Occupation or position held Economist (consultant)  
 Main activities and responsibilities Environmental economics and resource economics  
 Name and address of employer European Commission, DG XIV, Brussels, Belgium  
 Type of business or sector

Dates 1989-1991  
 Occupation or position held Student for the certificate in CIS with the Masters Programme  
 Main activities and responsibilities  
 Name and address of employer Boston University Brussels, Brussels Belgium  
 Type of business or sector University

Dates 1988  
 Occupation or position held Consultant  
 Main activities and responsibilities Consultant on a textbook on the EC and the single market to be applied in high schools an business schools  
 Name and address of employer The publishing firm Økonom, Aabenraa, Denmark  
 Type of business or sector Publisher

Dates 1987-1988  
 Occupation or position held Research assistant  
 Main activities and responsibilities  
 Name and address of employer COWiconsult, Consulting Engineers and Planners, A/S, Copenhagen, Denmark  
 Type of business or sector Consultants

### Education and training

Dates 1985-1990  
 Title of qualification awarded MSc Economics (Cand.Oecon)  
 Principal subjects/occupational skills covered Environmental economics and policy advice  
 Name and type of organisation providing education and training University of Aarhus, Denmark

### Personal skills and competences

Mother tongue(s) Danish

Other language(s)

Self-assessment

*European level (\*)*

**English**

**Scandinavian**

**German**

**French**

#### Understanding

Listening	Reading
Proficient user	Proficient user
Proficient user	Proficient user
Independent user	Independent user
Independent user	Independent user

#### Speaking

Spoken interaction	Spoken production
Proficient user	Proficient user
Proficient user	Proficient user
Basic user	Basic user
Basic user	Basic user

#### Writing

Proficient user
Proficient user
Basic user
Basic user

(\*) Common European Framework of Reference for Languages

Organisational skills and competences

Ms Jespersen is a highly experienced team leader. She has headed a wide range of studies for the European Commission that typically also involve extensive data gathering. Many of these studies are impact assessment studies and evaluation studies where it is of utmost importance to ensure that data and information that are gathered are consistent, comparable and quantitative. She thus holds a strong experience in addressing this challenge. Further, she is highly experienced in managing teams that combine different nationalities and different disciplines. She has a solid experience in the organisation of seminars, workshops and focus groups and is a highly skilled presenter. Moreover, she has acquired general managerial experience from her position as head of COWI's Department for Economics - Environment, Health and Social Affairs during 2005-2009, and through her current position as market director.

Technical skills and competences

Malene Sand Jespersen has more than 20 years of professional experience of consultancy experience, and she currently holds the position of Market Director in COWI. For more than a decade, she has primarily fulfilled the role as team leader of assignments solved for the European Commission including DG ENV, DG MARE, DG MOVE and DG ECHO. She was the manager of a 2 MEUR/year framework contract on economic analysis in support of impact assessment and sustainable development which COWI held with DG ENV in the period 2007-2011.

She is particularly skilled in the conduct of impact assessment studies and evaluations. Her track record includes 10 different impact assessment studies for the European Commission among which are for example studies on integrated coastal zone management and on disaster prevention, preparedness and response as well as on ongoing impact assessment study on passenger ship safety. In the field of evaluation, she headed the evaluation of ACFA the evaluation of the EU disaster management, prevention and response initiatives as well as the ex-ante evaluation of the Danish ESF and ERDF programme and the evaluation of the EU's strategy for sustainable development. Ms Jespersen is further well trained in the analyses of environmental and maritime data as evidenced for example by the studies on indicators for sustainable development (ENV) and environmental indicators in fisheries (FISH/MARE) and socio-economic indicators in fisheries (FISH/MARE).

During her long consultancy career, she has mainly worked in the areas of environment, disaster management, and fisheries/aquaculture. Prior to joining COWI she worked with DG Fisheries, and as a consultant she has solved several assignments in that area. In the environmental sphere, she has also worked in areas of relevance to the present contract, e.g. the Marine Strategy Directive and integrated coastal zone management.

Last, her work experience from a wide range of EU countries should be mentioned. As part of her EU assignments as well as other European assignments, she has gathered data and information from virtually all countries including also the conduct of country visits many of the countries to be covered in this study. Further, she has solved specific assignments in a range of different European countries including Sweden, Norway, Denmark, Netherlands, Lithuania, Estonia, Latvia, and Czech Republic. She is thus familiar with working in or carrying out on-site data collection in many relevant countries including the said countries plus UK, Italy, Croatia, Portugal, Greece, and Bulgaria.

Computer skills and competences

Very competent user of MS Office programs, and the budget and accounting system, SAP

Driving licence Yes

Additional information

Selected references

Deputy team leader: **Assessing the costs of floods as a result of heavy rainfall and torrential rain.** This project assists different stakeholders (municipal authorities, insurance and water industry) in assessing the costs of floods. The study builds on past data for flood events and seeks to categorise and systemize the damage costs and the damage causes. Private/public clients. 2012-ongoing.

Quality assurance: **Action plan for climate change adaption.** COWI has assessed the costs and benefits to the Municipality of Copenhagen of different measures to protect better against future heavy rainfalls and extreme rain events. The analysis considers also the financial challenges and the burdens that actions will invoke on different actors, in particular the municipality and the water industry. Municipality of Copenhagen. 2012.

Team leader. **Impact assessment of policy options in climate change.** This study assists the Danish government in assessing the implications of introducing different concrete measures that can facilitate a cost-efficient and effective approach to climate change adaptation in Denmark. The study focuses on extreme rainfall and includes also a brief cost-of-inaction assessment. Danish Nature Agency. 2012-

ongoing.

Team leader. **Impact assessment for passenger ship legislative review.** This impact assessment study assists DG MOVE in preparing legislative proposals in the field of passenger ship safety with a particular focus on Directive 2009/45/EC on safety rules and standards for passenger ships. The study analyses a variety of options ranging from soft measures to legislative initiatives that covers more passenger ships than what is covered today by EU legislation. The study focuses in particular on identifying possible particular issues related to small ships and on ships that are today not covered by EU legislation or international legislation. The latter group includes for example vessels that transport off shore workers, sailing ships and tenders on cruise ships. The study includes in depth case studies in six selected Member States: Greece, Italy, France, Sweden, UK and Denmark. European Commission, DG MOVE. 2011-ongoing.

Team leader. **Preparatory study for an impact assessment of the establishment on the establishment of European Voluntary Humanitarian Aid Corps.** This impact assessment study assists the Commission in preparing its proposal for the setting up of the European Voluntary Humanitarian Aid Corps in a way that contributes the best possible cost-efficiency and cost-effectiveness to European aid operations. The study considers the views, interests and roles of the different stakeholders (national governmental bodies, NGOs, businesses and the receiving Community). The study considers the supply side (the volunteers), the demand side and investigates possible means of facilitating better market clearing. The study considers means in regard to e.g. guidance and training, certification, establishment of a roster and capacity in local host organisations. In collaboration with GHK. European Commission DG ECHO. 2011-ongoing.

Team leader. **Support study for an impact assessment for a follow-up to the EU integrated Coastal Zone Management Recommendation.** The study will assist the Commission in terms of providing inputs for the impact assessment. The options to analyse are in the process of being further elaborated and tentatively they relate to: 1) revising the Recommendation, 2) A Framework Directive, 3) a Programme. The study will involve extensive data gathering including, but not limited to, a thorough scrutiny of the experience gathering exercise that was completed by DG-ENV in 2010. The study will also consider appropriate monitoring and indicator tools. Together with Arcadis (NL). DG Environment. 2011-ongoing.

Team leader: **Study on the impacts of the development of certain aspects of EU disaster risk management (prevention, preparedness, response).** The study assists the European Commission in preparing the impact assessment to accompany proposals to put forward. The study concentrates on providing the economic and quantitative assessments. Options are identified, concretised and analysed within the three distinct themes: prevention (considering options to provide for improvements in risk mapping and risk planning), preparedness (considering options to provide for improvements provided through training) and response (considering the benefits and costs from supplementing the current voluntary and ad-hoc organisation of responses with schemes that allow for even better and more coordinated planning and response, and considering options to further improve on the transport elements. European Commission, DG-ECHO, 2011.

Project economist. **Impact assessment study into possible options for revising Recommendation 2001/331/EC providing for minimum criteria for environmental inspections.** The study assists the Commission in preparing the impact assessment for possible policy interventions. The study analyses the problems that can motivate an intervention; it provides suggestions for operational objectives and it develops a baseline against which to assess the implications of the options under consideration: 1) revision of the Recommendation (considering a) inclusion of all activities covered by EU environmental law into the scope of a revised Recommendation, b) further development of the criteria for inspection plans and programmes, and c) development of indicators), 2) Transformation of the Recommendation into a Directive, and 3) Introduction of inspection obligations into sectoral legislation. In collaboration with Ecorys (NL), European Commission, DG Environment, 2010-2011.

Project economist. **The costs of not implementing the environmental acquis.** The study focuses on the main policy areas: waste, water, nature & biodiversity and air. The study assesses the observed implementation gaps, i.e. the extent to which targets are not met considering the situation as of today as well as the situation that should exist once implementation legally is to be fulfilled. Having assessed this, the study assesses the costs of not delivering full implementation. Cost elements in that regard are seen as missed benefits, i.e. the environmental and health benefits that are not provided as well as possible economic and other social benefits. Further, cost elements here include also friction costs such as for example infringements and impacts on the functioning of the European single market. European Commission, DG Environment. 2010-2011.

Team leader. **Financing of investment needed to reach compliance with the Drinking water Directive and to rehabilitate water distribution networks in the EU.** The study essentially consists



of two elements: one which looks at leakages in large urban areas and one which considers drinking water supply in small rural water supply zones. The former aims to assess current leakage levels as compared to feasible (lower levels). Having assessed these gaps, the study estimates the costs of delivering the necessary reduction. This part of the study provides detailed assessments for a few urban areas. The study considers rural supply, and here it focuses on selected countries (Lithuania, Romania, Italy, Portugal and Croatia). It aims to assess the dominant compliance problems in rural areas and to assess the costs of eliminating these compliance gaps. Also here, concrete estimations will be example based. European Commission, DG Environment. 2010-2011.

Project economist. **Evaluation of the EC's Actions in the field of Civil Protection.** The evaluation considers the period 2007-2009, and it evaluates the activities against the following criteria: efficiency, relevance, coherence, coordination and complementarity. The evaluation combines desk study reviews with e-survey replies and with a fairly wide stakeholder consultation (interviews). The evaluation considers in particular the following themes: the functioning of the MIC, training & exercises, pilot actions & preparatory actions and the transport provision. European Commission, DG Humanitarian Aid and Civil Protection. 2010-2011.

Quality assurance. **Scoping study on understanding the requirements for economic assessment in the Marine Strategy Directive.** The study aims to inform the ongoing discussions between the Commission and Member States regarding the implementation of the economic requirements of the Directive. To that end, the study identifies the relevant economic elements of the Directive. Further, the study identifies and assesses methodological options and valuation approaches. In this, the study provides linkages to other relevant legislation such as the WFD and possible centres for knowledge and data. Last, the study identifies important gaps. European Commission, DG Environment. 2009-2010.

Deputy team leader. **Strategy for adaptation to heavy rainfall and torrential rain in the Municipality of Copenhagen.** The study has assisted the government of the municipality of Copenhagen in developing its strategy for climate change adaptation with a particular focus on *enhancing the protection against heavy rainfall and torrential rain and resulting floods*. The study has provided hydrological simulations of floods in Copenhagen and assessed the protection effects of different measures. Responsible for delivering the cost-benefit analyses that compares the benefits (avoided damages) to the costs and which take into account also the time dimension as the risks increase over time. Municipality of Copenhagen. 2009-2010.

Project manager. **Impact Assessment of Revisions to the Drinking Water Directive**". This study aims to support the European Commission, DG Environment, in analysing the impacts of possible revisions to the Drinking Water Directive. The policy options under consideration include 1) risk-based management approach, 2) improved enforcement and 3) lowering the threshold for reporting obligations. The study focuses first and foremost on the economic and administrative implications. European Commission, DG Environment, 2010-2011.

Project economist. **Sustainable development scoreboard.** The study supports the "Beyond GDP initiative by means of undertaking an explorative assessment of the possibilities of developing a sustainable development scoreboard that communicates well on policy alerts and policy effects taking into account all dimensions of sustainable development. The study considers data and results available within EU services and EEA such as the SDI indicators, but the largest effort is focused on investigating other possible indicators developed by other institutions, agencies, research bodies and national authorities. European Commission, DG Environment, 2009-2010.

Team leader: **Assessment of different options to address risks from the use phase of biocides**". The study reviews existing data and literature on the effects from the use of the different types and groups of biocides. The study provides an inventory of possible interventions to address the risks posed by the use of biocides, and it provides recommendations as to the legal options for implementing relevant interventions at the EU level. European Commission, DG Environment, 2008-2009.

Team leader. **Mid-term Evaluation of ACFA (Advisory Committee for Fisheries and Aquaculture).** The Advisory Committee was established in 1999. Its members are recruited from amongst European organisations representing different interests in fisheries and aquaculture. The Committee acts as a forum for information dissemination, and the Committee provides advice and guidance on EU policies in fisheries and aquaculture and on EU questions in general of relevance to fisheries and aquaculture. The evaluation will assess the efficiency and effectiveness of ACFA, and it will also provide an evaluation of the representativeness of the institution. This is achieved through a combination of interviews, e-based questionnaire surveys; and consultation of written documentation. Furthermore, the elaboration of 5 case studies on specific issues will inform the evaluation. The assignment is solved in collaboration with Framian (NL) and Nautilus (UK). European Commission, DG Fisheries. 2007-2008.

Team leader. **A handbook on economic analysis in the water sector.** The study is to assist the

European Commission (DG-Environment) in establishing a handbook on how to develop economic analyses in regard to water related issues. The handbook will thus provide a supplement to the EU guidelines on Impact Assessments. It will address not only water related policies, but also other policy areas that may have a significant impact upon water resources. The assignment is solved in collaboration with Ecorys (NL). European Commission, DG Environment. 2007-2009

Team leader. **Member States' Approaches to Disaster Prevention - A critical Analysis.** The study is of an explorative nature, and its purpose is to support the Commission in its further work in framing a comprehensive EU intervention in the field of disaster prevention. The study consists in a desk study phase and in a case study phase, where more detailed investigations are done for four countries (France, Romania, Sweden and Portugal). The purpose of the study is to inform on, and analyse the approaches taken to prevention in Member States; the administrative structures; the conceptualisation of prevention policies; and important trends and challenges in the field. European Commission, DG Environment. 2007-2008.

**Mid-term Evaluation of ACFA (Advisory Committee for Fisheries and Aquaculture).** The Advisory Committee was established in 1999. Its members are recruited from amongst European organisations representing different interests in fisheries and aquaculture. The Committee acts as a forum for information dissemination and the Committee provides advice and guidance on EU policies in fisheries and aquaculture and on EU questions in general of relevance to fisheries and aquaculture. The evaluation will assess the efficiency and effectiveness of ACFA and it will also provide an evaluation of the representativeness of the institution. This is achieved through a combination of interviews, e-based questionnaire surveys; and consultation of written documentation. Furthermore, the elaboration of 5 case studies on specific issues will inform the evaluation. The assignment is solved in collaboration with Framian (NL) and Nautilus (UK). European Commission, DG Fisheries. 2007-2008.

Team leader. **Impact assessment of possible revisions to the drinking water directive.** The study is to support the development of an impact assessment of possible revisions to the drinking water directive. The revisions to analyse include changes to the requirements as regards the chemical and biological parameters and changes in the form of introducing water safety planning into the directive. The analyses focus on a set of selected countries, viz. Denmark, Netherlands, UK, Spain, Lithuania and the Czech Republic. European Commission DG Environment. 2007-2008.

Team leader. **Economic assessment of mandatory requirements for Stage II PVR.** The Commission is considering introducing mandatory requirements for Stage II petrol vapour recovery installations at service stations in the EU. The study analyses the economic implications of such a requirement. It does so with two alternative formulations of the planned policy. The study deliverables consist in a report on the methodology and the results and of a ready-to-use spreadsheet model that enables the user to further introduce variant assumptions into the calculations. European Commission DG Environment. 2007-2008.

Contract manager. **Framework contract on Economic analyses of Environmental Policy and of Sustainable Development.** COWI implements this framework contract under which a range of specific contracts are implemented. This is done in collaboration with Ecorys (NL) and Cambridge Econometrics (UK). European Commission, DG-Environment. 2007-2011.

Team leader. **Ex ante evaluation of the Danish EBRD and ESF Programmes.** Providing the ex-ante evaluation of the Danish programmes for EBRD and ESF for the period 2007-2013. The evaluation is carried out in accordance with EU suggested guidelines and involves: a socio-economic appraisal of the programmes; investigations into the economic rationale of the programmes; assessments of the programmes' coherence with other regional, national and EU policies; an assessment of systems for indicators and monitoring; and considerations with regard to the implementation set-up. The study also provides ad-hoc advice and guidance to the Client, and this part of the assignment has in particular focused on the development of an indicator system. Danish Agency for Enterprise and Housing. 2005-2006.

Deputy team leader. **Economic assessment of Baltic Sea Action Plan.** In support of the process of developing the Baltic Sea Action Plan, an economic assessment was carried out. The assessment considered main drivers and pressures including agriculture, wastewater treatment, transport and emissions of particularly problematic substances. The study combined analyses of the effects and costs of preventive actions with an assessment of the effects on the aquatic environment using the MARENES model. Helcom/Nefco, 2006.

Team Leader. **Assessment of green technology.** The study aims to assess the adequacy of the cost benefit methodology in regard to assessing benefits and costs of innovation in green technology. The study aims to deliver recommendations in regard to possible amendments and modifications to the CB/methodology in order to deliver assessments which can provide a good basis for decision making in

this field. To this end, the study also involves the elaboration of five specific case studies on amongst others the Danish windmill industry and on biofuels. The case studies serve as pilots where the adequacy and feasibility of the proposed method is tested. Danish Environmental Protection Agency. 2005.

**Team Leader. Noise classification of road pavements.** The study aims to review opportunities for noise classifications of road pavements and to conduct assessments of those based on a cost-benefit approach. A wider stakeholder consultation workshop is held as part of the project. European Commission, DG-Environment. 2005-2006.

**Team leader. Ex ante evaluation of the Danish EBRD and ESF Programmes.** Providing the ex-ante evaluation of the Danish programmes for EBRD and ESF for the period 2007-2013. The evaluation is carried out in accordance with EU suggested guidelines and involves: a socio-economic appraisal of the programmes; investigations into the economic rationale of the programmes; assessments of the programmes' coherence with other regional, national and EU policies; an assessment of systems for indicators and monitoring; and considerations with regard to the implementation set-up. The study also provides ad-hoc advice and guidance to the Client, and this part of the assignment has in particular focused on the development of an indicator system. Danish Agency for Enterprise and Housing. 2005-2006

**Project economist. Contributions to an impact assessment of possible 2020 RES targets.** The project provides analyses to assist DG-TREN in preparing the impact assessment of possible 2020 targets regarding renewable energy sources. The study focuses in particular on assessing those impacts that cannot be immediately derived from the FORRES and PRIMES model results. In particular the study looks at competition effects, financing options, security of supply and employment effects. European Commission, DG-TREN, 2005.

**Project economist. Impact assessment of an initiative to promote public procurement of energy efficient and low emission vehicles.** The project assists the European Commission in elaborating an impact assessment of the initiative under consideration. Tasks involved include a review of the overall objective and targets of a possible initiative, identification of possible means to use and assessment of the possible impacts from these initiatives. European Commission, DG-TREN, 2004-2005.

**Team leader. Assistance to FYR Macedonia in developing its second National Environmental Action Plan.** This project provides assistance to the government of FYR Macedonia in developing its second NEAP. The assistance includes the management and administration of a large group of national experts, government and local officials and local consultants in delivering a comprehensive DPSIR based assessment which is used as the foundation for focusing the contents of the second NEAP - in alignment with other national strategies and plans including poverty reduction, sustainable development and EU approximation and in respect of the context which is characterised for example by a difficult socio-economic situation and a difficult financial situation rendering international loans and grants of utmost necessity. The assistance further involved assistance in managing the inter-ministerial process; in communication; in developing project fiches and assessing financing opportunities; in setting up the implementation mechanisms including management and in strengthening the use of economic instruments. European Agency for Reconstruction and Development, FYR Macedonia. 2003-2005.

**Team leader. Assistance to Lithuania in establishing Producers' Organisations.** The study assists the Lithuanian fisheries department and the Lithuanian fishermen and aquaculture producers in establishing Producers Organisations in accordance with national law and EU stipulations. The project has assisted in preparing draft statutes, the necessary national framework legislation, the conduct of General Assembly for the two new PO's, establishing contacts between Danish PO's and possible outlets for PO outtake, preparing financial plans for the PO's together with work programmes, and in conducting several information meetings with fishermen to clarify the benefits and commitments that PO's involve. Fisheries Department of Ministry of Agriculture of Lithuania/Danish Agency for Enterprises and Housing. 2003-2004

**Team leader. Extended Impact Assessment of a proposal for a directive on biological treatment of biodegradable waste.** The project assists the European Commission in preparing an extended impact assessment on biological treatment of biodegradable waste. The policy options to investigate include mandatory collection schemes, EU wide standards for treatment and or compost outputs and tradable permits. European Commission Secretariat General. 2003-2004.

**Team leader. Indicators of environmental integration in fisheries.** The study assists DG-Fisheries in elaborating a set of policy relevant, operational and feasible environmental indicators in fisheries with a particular emphasis on the short-termed applicability of the indicators. The study considers both the theoretical developments and the factual indicators. Having elaborated the draft indicators a one-day



expert workshop further helped to consolidate and improve the recommended indicators. European Commission, DG-Fisheries. 2002-2004

**Team leader. Evaluation of Approaches to integrating Sustainability into Community Policies.** The project aims to assist the European Commission in its further work on the strategy for sustainable developments. To this end, the study focuses on the conduct of seven case studies in order to identify important lessons learned from past and current practices that can serve to identify important strengths and weaknesses of relevance to the future of the strategy. The seven case studies cover a wide range of areas and include such issues as coal subsidies, fisheries agreements with third countries, the energy tax, water related issues, and the habitats directive. To supplement these analyses, and to put them into a broader perspective, the study also includes more generic analyses of the concept of sustainability and its use and interpretation with various Commission services. In collaboration with ECA (Spain) and Scott Wilson (UK). The Secretariat General of the European Commission, 2002-2004.

**Team leader. Environmental Indicators in Fisheries.** The project assists DG-Fish in identifying a set of relevant, feasible and applicable environmental indicators in the field of EU fisheries. The indicators were identified along a key set of policy questions. Feasibility, robustness, validity and stability were other factors that influenced the selection of indicators. The indicators were identified were categorised according to the DPSIR framework. A one-day workshop with participation of key experts who were invited to comment upon and discuss the draft selection of indicators constituted an important part of the project. Together with Soil and Water (Finland). European Commission, DG-Fisheries. 2002-2003.

**Deputy team leader. Benchmarking of GHG policies - a pilot.** The study assists a cross-country initiative to compare experience and knowledge in regard to GHG reducing policies in the transport sector. The initiative covers ten EU countries and the Czech Republic. The national ministries of transport are the key partners of the project, and it is managed and coordinated by the Dutch Ministry. The project assists the Ministry in carrying out this task. More specifically, the study assists the Ministry in data collection and data compilation, consultations with countries including two large workshops and in carrying out the specific analyses. Sub-contractor to ECN (Energy Centre of the Netherlands). Ministry of Transport, Public Works and Water Management, the Netherlands. 2002-2003.

**Team leader. Economic assessment of various options for reducing the Danish CO<sub>2</sub> emissions.** The projections of Danish CO<sub>2</sub> emissions indicate that the already planned measures to reduce emissions are not sufficient to provide compliance with Danish obligations in this field. Consequently, there is a need to define additional measures that can provide further reductions. The study analyses the average costs to society of alternative measures of various possible options. It focuses in options that are not directly related to the energy sector and considers both national measures as well as JI options. Danish Environmental Protection Agency, 2002-2003.

**Team leader. The Pan-European Strategy to Phase Out Leaded Petrol - status and prospects.** The Strategy was presented and signed at the Aarhus Ministerial Conference on the Environment in 1998. The Strategy obligates signatories to phase out leaded petrol by 2005 at the latest. The study provides a status of the progress achieved towards this aim, including an identification of countries that have phased out, a review in other countries of measures taken to ensure a phase out by 2005 and an identification of possible critical constraints and enabling factors in this regard. The Danish Environmental Protection Agency. 2002-2003.

**Team leader. Phase-out of added lead in petrol in Armenia.** The project assists the Armenian Ministry of Environment in preparing an action plan for the phase-out of added lead in petrol in Armenia. The study develops and applies an incremental cost model to identify the appropriate regulatory means of addressing this objective. The study further emphasises institutional and organisational aspects and pays particular attention to an analysis of the current and potential suppliers of petrol to the Armenian market. The study is carried out in collaboration with the Danish Technological Institute. Client: DANCEE/Armenian Ministry of Environment. 1999-2001.

**Project economist. Socio-economic indicators in fisheries.** The study assists DG-Fish in identifying a set of relevant, feasible and applicable indicators to assess the socio-economics of fisheries dependent regions. The study considers both the theoretical developments and the factual indicators. The study looks at indicators to describe existing situation, development prospects and specific fisheries related issues. European Commission, DG-Fisheries. 2001-2003

**Deputy team leader: Environmental Policy in the Applicant Countries and their preparations for Accession.** In the context of this framework contract, studies will be launched that link to legal transposition of the environment acquis, the state of the environment and environmental policy in applicant countries, institutional structures within the field of environment, implementation and enforcement of environmental rules. Member of the core team and responsible for COWI's implementation. Sub-contractor to Jaakko Pöyry Infra, Soil and Water. European Commission

**Project economist: Fiscal measures to reduce CO<sub>2</sub> emissions from passenger cars in Sweden.** The study analyses the CO<sub>2</sub> reducing potentials of introducing a more clear CO<sub>2</sub> dependency into the Swedish taxation of cars. Two options are analysed: one which assumes that a registration (purchase) tax is introduced and another, which looks into the effects of enhancing the CO<sub>2</sub> dependency of the existing annual tax (ownership tax). The study makes use of the car demand model, which COWI has developed and adds to this a car scrapping module and a car fleet module in order to allow for separate analyses of the effects onto scrapping behaviours, buying behaviours and onto the whole car fleet. The study considers implications in the short term, the medium term and the long term as a reflection of the fact that it takes a long time because the effects are fully phased in on the car fleet. The study analyses the CO<sub>2</sub> reducing potentials of the different scenarios, but also the effects on the Swedish car manufacturing industry, the effects on revenue, on the average age of cars, on safety and other emissions and on how urban versus rural population is affected. A cost benefit analyses is an integral part of the study. Naturvårdsvärket, Swedish Environmental Protection Agency. 2001-2002.

**Project Manager. Study on Fiscal Measures to Reduce CO<sub>2</sub> emissions from new passenger cars in EU.** The study analyses the CO<sub>2</sub> efficiency of various fiscal policy measures related to vehicles. At the EU level, the target is to reduce CO<sub>2</sub> emissions from new passenger cars down to a level of 120 g/km on average by year 2005 and 2010 at the latest. A voluntary agreement with the car manufacturing industry implies that the industry will provide a reduction down to 140 g/km through technological improvements. The purpose of the study is therefore to assess the extent to which fiscal policy measures can reduce or close the gap between the 140 g/km and the 120 g/km. The analyses make use of a complex and comprehensive demand model in order to assess the CO<sub>2</sub> effectiveness of the various established scenarios. The measures to consider range from modifications to existing systems and to scenarios that assume full replacement of all existing vehicle taxes by fully CO<sub>2</sub> determined vehicle taxes. The use of boundary conditions is an essential feature of the analyses. Thus, the analyses are to be conducted under the condition that there will be no downsizing, no increase in the proportion of diesel vehicles and no impact on fiscal revenue. The study includes sensitivity analyses of the implications of the last two of these conditions. The study applies a model-based approach to provide these results. DG-ENV and DG-TAXUD. 2000-2002.

**Project manager. The use of economic instruments in environmental protection - the Danish experience.** The study provides a comprehensive overview of the use of economic instruments in Danish environmental protection. It considers all types of economic instruments as well as subsidies. In addition, the study provides an in-depth assessment of the regulatory framework including, but not limited to, economic instruments in the energy sector in Denmark. The study reports are published in Danish, English and Russian. the Danish Environmental Protection Agency. 2000-20002

**Project economist. Socio-economic indicators in fisheries.** The study assists DG-Fish in identifying a set of relevant, feasible and applicable indicators to assess the socio-economics of fisheries dependent regions. The study considers both the theoretical developments and the factual indicators. The study looks at indicators to describe existing situation, development prospects and specific fisheries related issues. European Commission, DG-Fisheries. 2001-2003.

**Team leader. Assessment of the voluntary agreements on Packaging Waste in Norway.** In 1995, the Norwegian Ministry of Environment entered five voluntary agreements with the relevant business associations and other relevant branch representatives. The agreements aim to reduce the use of packaging material and to increase the rates of recycling and recovery of packaging waste. This is to be achieved among other things through the establishment of independent non-profit organisations to manage and implement the agreements, and through the setting of specific and measurable targets for recycling and recovery rates including target dates. The project should assist the Norwegian Ministry of Environment in assessing the performance of the agreements which can in turn provide valuable inputs into the possible framing of voluntary agreements in other areas as well as into the discussion on whether to continue with the current agreements. The project is undertaken in association with Hjelnes-COWI and COWI is responsible for a cost-benefit analysis of the agreements and their targets. Responsible for the cost-benefit analysis.2000. Miljøveddepartementet, Norway.

**Quality assurance. Study on valuation of externalities from waste.** The study was carried out within a Framework contract managed by COWI. The Study aims to provide a comprehensive overview of the current state of knowledge and research as regards the externalities from incineration and landfilling of waste. The overview will consider the externalities as well as the valuation thereof. The study will provide a pilot assessment of the valuation of externalities from landfills and incinerators for three scenarios that are to be defined during the project. The study includes also the collection and structuring of generic data on landfills and waste incinerators in EU and in the associated CEE countries. Client: European Commission, Directorate of the Environment. 1999-2000.

**Project manager. Development of a methodology to calculate the costs of reduced use of chemicals.** The project assists the Danish Environmental Protection Agency in developing a common and operational tool to assess the costs of introducing legislation to reduce the use of specific chemicals. The methodology will be general in the sense that it will be applicable to all types of chemical substances. The study applies a cost-effectiveness approach. This basically implies that the methodology focuses on the calculation of the realised costs and therefore, benefits and external costs are not included in a systematic manner. Client: Danish Environmental Protection Agency. 1999-2000.

**Project economist. Project to assist Latvia in Approximation of EU Law concerning IPPC.** The project provides assistance to the Latvian government in preparing the transposition and implementation of the IPPC directive in Latvia. Responsible for cost assessments and financial analyses. DEPA. 1997-2000.

**Quality assurance. Development of the Latvian Implementation Programme for the Approximation of EU Environmental Legislation.** The project assists Latvia in developing and substantiating a realistic programme for the transposition, implementation and enforcement of the requirements in EU environmental legislation. Responsible for the cost assessments and financial analyses which constitute core activities in this project. These activities will comprise the development of detailed assessments of the approximation costs in order to provide realistic plans for financing aiming at the shortest feasible time schedule for the implementation of the requirements taking into account the possible internal and external sources of financing. EU-Phare. 1998-1999.

**Project economist. Approximation of EU legislation concerning the control of Major Accident Hazards Involving Dangerous Substances.** The project will provide preparatory assistance to the Latvian government in the transposition and implementation of the EU Directive on major accident hazards involving dangerous substances. Responsible for the costs assessments involved. Sub-consultant to Soil and Water, Finland. EU-Phare. 1998.

**Project Economist. A strategic study on the long term economic prospects for product development in Danish fish processing industries.** The study comprises a market review and an assessment of costs and earnings. Furthermore, risk assessments comprise an important component of the study. The study is carried out in close co-operation with the industry. Client: Private organisation. 1995.

**Project economist. Employment Impact Assessment of the Fishing Industries in Portugal, the UK and Denmark.** This pilot study develops a methodology to assess the regional employment impacts from changes in catches and in catch composition. On the basis of the methodology, a model is established. A database is established for Portugal, Denmark and the UK. The model, and the data, are highly disaggregated thus differentiating between various subsectors and taking into account also the derived effects. Data are gathered on a national, regional and local level. Client: The European Commission. 1995-1996.

**Fisheries economist. Tuna Fisheries - Costa Rica.** Responsible for the combined analysis of the tuna fish complex in Costa Rica, and involved in the preparation of recommendations. The Study reviews the tuna fishing industry in Costa Rica. The purpose of the Study is to identify strategies to promote high quality tuna fish production, and to assess the feasibility of a restructuring of the industry. The study considers the resources, the fleet, the processing industry and markets. Client: UNDP. 1995.

**Team Leader. A sustainable fisheries sector on the Danish island Bornholm.** The island is highly dependent on the fishing industry and faces substantial problems at present due to a heavy decline in the available resources in the Baltic Sea and the increased competition and declining prices on the world market for its products. The study assesses the size and the structure of a long terms sustainable fisheries sector on the island, focusing on resources, fleet size, industrial activities, politics, market prospects and constraints. Client: The Fisheries Committee for Bornholm/The County of Bornholm. 1993-1994

**Project Manager. Study on the Danish fish meal and fish oil industry.** The study provides a broad and comprehensive description of the fish meal and fish oil industry. It considers the state of the resources and the possible ecological impact from the industrial fisheries, a definition and identification of the industrial fishing fleet, the processing industry, the finished goods, final applications and outlets together with environmental aspects. The Study also assesses the socio-economic impact from the industry; regionally, nationally and to the EU and it assesses the future market prospects of the industry focusing on patterns of demand on the world market and on the possibilities for alternative applications of industrial species. Client: The Danish Ministry of Fisheries and the European Commission. 1993-1994

**Project Economist. Product Life Cycle Analysis and Cost Assessment.** The concept of life cycle analysis of products and systems is extended to include the estimation of social costs of the different

product life cycle phases. The social costs are related to emissions of pollutants and working conditions created during the life of the product. The extension of the LCA concept is intended to be a tool for development and design of products with less harmful environmental impacts. A review of existing methods, and their current use, to assess the external costs in relation to environment and health, is included in the study. Client: The Danish Ministry of Environment, 1993-1994.

Project Manager. **Socio economic study of the Danish fishery and aquaculture sector.** The study comprises a statistical description of the fishery sector, and of the socio-economic situation, in zones particularly dependent on fisheries. The study relates the observed developments since 1983 to the EC common fisheries policy. Furthermore, the study also includes an assessment of reconversion actions already carried out at community level in order to counteract the socio-economic impacts from the CFP. The study concludes by identifying future opportunities to create or maintain jobs within the affected zones. Client: Commission of the European Communities, Directorate General for Fisheries, 1991-92

## **Publications**

"International CO2 Policy Benchmark for the Road Sector - Results of a Pilot Study" (together with R. Harmsen, P. Kroon, Jordal Jørgensen, J. and J.R. Ybema), ECN-C-03-001), February 2003.

"The use of Economic Instruments in Environmental Protection - The Danish Experience" (chief author - together with Lars Grønvald, Annemette Frost, Anette Gudum, Arne Kvist Rønne), Danish Environmental Protection Agency, 2001 (in English, Danish and Russian).

"Improving vehicle fuels, emissions and testing" contributor to "Environments in Transition", the environmental bulletin of the EBRD, autumn 1999.

"Definition and measurement of trade distortion in the fishing industry", Knud Jørgen Munk and Malene Sand Jespersen



## Europass Curriculum Vitae

### Personal information

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### Relevant professional experience

#### - employment record

Dates **2008 – current**  
Occupation or position held **Technical Director (2010-) and Chief Project Manager (2008-2010)**  
Name of employer **COWI A/S**  
Type of business or sector **Environmental and economic consulting**

Dates **2005 – 2008**  
Occupation or position held **Associate Director (2007-2008) and Principal Consultant (2005-2007)**  
Name of employer **Entec UK Ltd**  
Type of business or sector **Environment, Energy and Safety**

Dates **1998 – 2004**  
Occupation or position held **Project Manager**  
Name of employer **COWI A/S (Denmark)**  
Type of business or sector **Environmental consulting**

Dates **1989 – 1998**  
Occupation or position held **Economic Planner and Environmental Economist**  
Name of employer **COWI Consult A/S (Denmark)**  
Type of business or sector **Environmental consulting**

Dates **1988**  
Occupation or position held **Instructor in micro-economics**  
Name of employer **University of Aarhus (Denmark)**  
Type of business or sector **Education**



## Selected assignments

**WFD economic expert. EU China Strategic Knowledge Exchange Project on Economics in Water Resource Planning.** The project comprises the following elements: i) a description of the key economic elements in WFD and other key EU water legislation ii) an assessment of use of economic tools in the water resource planning in China, iii) identification of areas where the use of economic tools could support the water resource planning and in particular support the implementation of the No 1 Document (which sets out the future priorities for water sector in China). Client: EU China River Basin Management Programme financed by the EU Delegation to China, 2012-ongoing.

**Water resource economic expert. Comprehensive analysis of the economic value of the integrated use and conservation of water resources in the Aral Sea Basin.** The project comprises the development of a water balance based economic model that estimates the economic value of the integrated use and conservation of water resources in the Aral Sea Basin. It covers all 5 Central Asia countries, 5 economic sectors and 3 river basins in the Aral Sea Basin. It facilitates a policy dialogue and hence consensus building among the 5 Central Asian countries about water allocation. The model includes the value of water in alternative uses and the cost of providing the water allowing for optimisation of the allocation of the water resources in the basin including environmental considerations. The assessment is done for alternative scenarios for example covering the possible impacts of climate change. Client: USAID (COWI is subcontractor to DHI), 2011-ongoing.

**Economist. Cost effectiveness of options for a Global legally Binding Instrument on Mercury.** The study includes assessment of the cost-effectiveness of alternative measures to reduce the use and emissions of mercury and assessment of the cost implication the Global Instrument on Mercury. The project supports the EC in the negotiation process. Client DG ENV, 2011-ongoing.

**Economic expert. Green Public Procurement of Wastewater Infrastructure.** The project develops criteria for green public procurement of wastewater infrastructure. The criteria should assist in selected the solutions with the least resource use and environmental impacts over the lifetime of the wastewater infrastructure assets. Michael is responsible for the lifecycle costing assessment that covers the investment, operational and external costs of all life cycles of the infrastructure. Client: The European Commission, DG REGIO, 2011-ongoing.

**Economic expert. Support study for an impact assessment for a follow-up to the EU integrated Coastal Zone Management Recommendation.** The study has assisted the Commission in terms of providing inputs for an impact assessment. Climate change driven impacts on flooding and coastal erosion were important elements considered in the study. The current status of policy implementation and the effect of integrated planning in relation to adaptation policies and coastal zones management were assessed. Together with Arcadis (NL). DG Environment. 2011.

**Project Manager. The costs of not implementing the environmental acquis.** The project addressed the impacts of Member States not fully implementing the EU's environmental legislation. It included identification of main cost elements of non-compliance and an assessment of the importance of each element. The study includes an assessment of the EU marine water policies. The costs of not implementing EU's environmental legislation were assessed both as the different between the current level of implementation and the currently binding requirements and secondly between current implementation and all agreed future targets. Client: The European Commission, DG Environment, 2010-2011.

**Economist. Support to development of an Annex XV Restriction dossier for chromium (VI) in leather goods.** The project provides support to the technical and social-economic aspects of the restriction dossier that will be submitted under REACH. Michael is responsible for the socio-economic assessment (SEA). The socio-economic assessment will include collection of data on the costs of alternative technologies that can reduce or eliminate the use of chromium in leather tanning. The benefits of the possible restriction will be assessed by estimation of the reduction in the expected number of contact allergies and the unit costs per case (estimated in previous study: Valuation of chemical related health impacts). Danish Environmental Protection Agency, 2011.

**Economist and model expert. Model for risk-based inspection.** The project comprised development of an IT-model for risk assessment of the 50,000 companies subject to inspection. The model will be used to prioritise and plan the inspection efforts of the competent authorities responsible for environmental inspections - for example in relation to the Industrial Emissions Directive. Client: The Danish Environmental Protection Agency, 2011-2012.

**Economic expert. Financing of Investments needed to reach compliance with the Drinking Water Directive and to rehabilitate water distribution network in the EU.** The project includes two parts. One is to assess the compliance situation for rural water supplies and estimate the remaining investments before the water supplies are in compliance with the DWD. In the second part the potential for reducing leakage in urban areas is assessed and costs of leakage reduction are estimated. Client: The European Commission, DG Environment, 2010-2011.

**Economic expert. Impact Assessment of Revisions to the Drinking Water Directive.** This study aims to support the European Commission, DG Environment, in analysing the impacts of possible revisions to the Drinking Water Directive. The policy options under consideration include 1) risk-based management approach, 2) improved enforcement and 3) lowering the threshold for reporting obligations. The study focuses first and foremost on the economic and administrative implications. DG Environment, 2010.

**Project Manager. Compliance costs for the Urban Wastewater Treatment Directive.** The project estimated the investment needs for all EU Member States of achieving compliance with the UWWTD. Some Member States have time derogation other are not yet in compliance. The assessment of the investments costs are based on the cost function approach included in the investment planning tool FEASIBLE. The cost assessment includes investment and operational costs. The study has also assessed the supply of finance including EU funds (e.g. Cohesion Fund) and other relevant sources for wastewater financing in Member States and accession countries. Client: The European Commission, DG Environment, 2009-2010.

**Project manager. Defining Water Framework Directive and pre-WFD measures.** The study developed an approach to define which measures are related to achieving compliance with directives that were implemented before the Water Framework Directive and therefore should not be accounted for in the assessment of the River Basin Management Plans. The project also included a high level assessment of the costs and benefits of the main pre-WFD directives. Client: The European Commission, DG Environment, 2009-2010.

**Task manager for COWI's contribution. Water scarcity: Implementing the pricing policy of the WFD.** Article 9 of the WFD introduces cost-recovery as main tool for water conservation and in this project the following tasks were implemented: i) Scoping the requirements and interpretation of Article 9. ii) Review of draft River Basin Management Plans to assess how Article 9 has been interpreted and to determine possible gaps. iii) Assess the need for future work on water pricing. COWI provides input on the scoping the requirements of Article 9 and review of selected RBMPs. Client: The European Commission, DG Environment (sub-contractor to Entec UK Ltd.). 2009-2010.

**QA Reviewer. Evaluation of the longer-term impact of Community funding of research in the field of Environment and Health.** This study evaluated the Environment & Health Action Plan, and the relevant research projects under the Research Framework Programmes 5 to 7. The work included mapping, e-survey, interviews, evaluation of results and recommendations for future research priorities. Client: European Commission, DG Research, 2010.

**QA reviewer. Handbook on economic assessment of water related impacts.** The handbook provides a supplement to the EU Impact Assessment Guidelines, with specific focus on water issues. The various data-sources were identified and analysed, and methodological as well as practical issues regarding environmental, economic and societal assessments were presented in a user-friendly way with target groups being practical users at the EU, national as well as local levels. Client: The EU Commission. 2008-2009.

**Project Manager. Scoping study on cost-effectiveness of EU environmental policy.** The project comprises a comparison of cost-effectiveness across Member States. The following key sectors were covered by study: air, water, climate change, biodiversity, chemicals, and integrated policy. Based on a review of the most important current policies within each area and by reviewing data on how they have performed, the cost-effectiveness of the policies was addressed. Incomplete ex-post data limit the extent of ex-post cost-effectiveness assessment and the study developed an indicator approach as an approximation to assess cost-effectiveness across Member States. Client: The European Commission, DG Environment, 2008-2009.

**Project manager. RIP 3.9-2 Guidance on socio-economic analysis in REACH.** Development of guidance document for how to do a socio-economic analysis as part of preparing a proposal for

restriction of a chemical or applying for an authorisation to continue to use a chemical of concern. Based on a number of case studies the project has developed a comprehensive user guidance that covers all relevant aspects of economic analysis. For example economic assessments tools such as cost-benefit and cost-effectiveness analysis are covered. Client: European Commission (ECB), 2006-2008

**Lead economic expert and technical reviewer. Impact assessment of River Basin Management Plan for Scotland.** The project comprised an impact assessment of the River Basin Management Plan for the Scottish River Basin District. The RBMP is being developed by the Scottish Environmental Protection Agency (SEPA) and this project assessed the environmental, economic and social impacts of the plan. Key tasks included the assessment the cost and to analyse the sector implications of the plan. Client: Scottish Government, 2007-2008.

**Project Manager. Water Framework Directive: Development of a benchmark costs database and guidance on cost-effectiveness analysis.** The project comprised to elements. Firstly, development of user-friendly guidance on how to undertake cost-effectiveness analysis (CEA) and secondly, development of a benchmark costs database for measures relevant for the implementation of the Water Framework Directive. The guidance on CEA has been designed to provide support tailored to different type of situations with respect to the complexity of the problems. The guidance is supported by a spreadsheet tool that can be used to record the assessments being made. Secondly a benchmark costs database including generic cost data for more than 100 measures was developed. Costs are provided as range representing the uncertainty in cost assessment. It also includes descriptions on the basic assumptions measures by measures. The costing approach has included external costs and has been aimed to provide lifecycle cost type of estimates. The guidance is to be used by the environment agencies and other key stakeholders. Client: Defra (UK), 2005-2006

**Project director (QA). Potential market benefits of the Water Framework Directive.** The project identified and quantified the potential market benefits associated with achieving the objectives of the Water Framework Directive. The project has developed a framework that sets out the link between the objectives of the directive, changes in environmental quality, changes in the provision or quality of goods and services provided by water bodies, and changes in the value of water use. The framework is then used to consider the extent to which different benefits might occur in practice, based on a review of the literature and consultation with industry representatives. Client: Defra, 2007-2008

**Project manager. WFD Priority substances and other chemicals – Synthesis chapter for preliminary cost-effectiveness analysis.** Provided assistance to Defra with writing up the Synthesis chapter on Chemicals, as part of a cost-effectiveness the preliminary CEA. This involved extensive reviews of information on WFD priority substances from numerous consultations, studies and reports. The Synthesis chapter comprised an assessment of the costs of reducing the pressure from priority substances and other chemicals in order to achieve the WFD objectives. Client: Defra (UK), 2007

**Economic expert, Financial planning of environmental heavy-cost investments.** The project concerned Turkish strategic implementation planning aiming at endorsement of coherent and realistic implementation, investment and financing plans for the implementation of the investment-heavy directives of the environmental acquis. Mr. Sørensen provided input and estimations of the Turkish investment and financing needs for implementation of key water sector directives such as the UWWTD. The analysis was based on using the FEASIBLE model (a cost function based model). Client: EU DG-ENV and the Turkish Ministry of Environment and Forestry, 2004.

**Project manager: Valuation of chemical related health impacts.** The study has comprised estimation of the social costs of five diseases: asthma, headache, contact allergy, lung cancer and skin cancer. For these five diseases the direct and indirect costs have been estimated. The direct costs related to primary and secondary health care have assessed in detailed way based on extensive data collection. The indirect costs, the welfare losses have been estimated based on benefit transfer. The result of the study is to be used in future cost-benefit analysis of new regulatory proposals with the chemicals area. Client: The Danish Ministry of Environment, 2003-2004.

**Project manager. Economic analysis of Odense Pilot River Basin (WFD Article 5 analysis).** The project included support to develop the economic analysis in accordance with Article 5 of the Water Framework Directive. The baseline analysis was developed with detailed projections of water demand and impact of existing measures up to 2015. The assessment also included a preliminary cost-effectiveness analysis and the assessment of cost recovery (the Article 9 requirement). The results of the analysis were presented at a WFD Pilot River Basin progress conference. Client: The County of

Fyn, 2003-2005.

**Environmental economist. Technical Assistance to FYR Macedonia for the preparation of the second National Environmental Action Plan.** The project provided assistance to FYR Macedonia in preparing its second national environmental action plan. Mr. Sørensen provided input in regard to estimation of the costs of the Action Plan and in developing a financing strategy. This included cost consideration of the main EU environmental directives with focus in the water and wastewater investments. In collaboration with DHV (Netherlands), Ministry of Environment and Physical Planning of Macedonia/European Agency for Reconstruction. 2003-2005.

**Senior economist: Development of guidelines for economic analysis of EU Water Framework Directive (WFD).** In relation to implementation of the EU WFD in Denmark, a set of guidelines for how to perform cost-effectiveness analysis has been developed. The WFD requires that cost-effective action plans should be developed and the projects have identified the key measures to be included in such action plans and presented examples of how to estimate costs and compare their cost-effectiveness. This includes also the issue of cost-effectiveness analysis in the case of simultaneous achievement of several targets. Client: The Danish Ministry of Environment, 2002-2003.

**Project manager: Estimation of the costs of achieving the Millennium Development Goals for water and sanitation in the EECCA region.** Based on a selected number of focused case studies in the EECCA region including in particular the rural areas, an estimation of the costs of achieving the MDG in the region will be carried out. The project is partly based on previous work with establishing environmental financing strategies in the region. This work has mainly addressed the cost requirement of operating and maintaining the existing water and sanitation infrastructure in a cost-effective way. The financing strategies have also included analysis of improved service levels in particular in relation to reduction of negative water quality health impacts. Client: The Danish Ministry of Environment, 2003-2004.

**Team leader: Decision support tool for environmental financing strategies.** Development of a computerised model for preparing environmental financing strategies. The model enables an assessment of the affordability of alternative target or quality levels with the water and wastewater sector. This is done by a cost estimation module in which investment, maintenance and operational costs of water supply and wastewater infrastructure can be estimated at a national or a regional level. The cost module includes cost functions for all major types of technologies within the sectors. By comparing the need for environmental expenditure with projections of available finance, the model estimates the financial deficit or surplus year by year. It includes a scenario module where alternative options of closing a potential financing gap can be analysed. Client: The Danish Ministry of Environment and Energy (DANCEE) and OECD EAP TF Secretariat, 1999-2003.

**Team leader for economic and financial analysis: Water and Wastewater Management in Olsztyn, II Phase.** Preparation of ISPA application for development of water and wastewater services in Olsztyn, 200,000 inhabitants. Based on the technical analysis, a number of alternative solutions has been defined and a cost-effective analysis undertaken to identify the most advantageous investment programme. An affordability assessment has been carried out in order to estimate the potential for user charge revenue. The financial analysis has included a full computerised financial model that allowed for an assessment of the financial and economic viability of the investment and estimation of all key financial ratios for the utility. Additionally, an assessment of the financial status for municipality was undertaken. This was done as a part of investments in storm water improvements for which the municipality is responsible. Client: EU, ISPA, 2003.

**Team leader for economic and financial analysis: Warsaw Water Supply Improvement Project: Preparation for ISPA application on improvement of the water supply system in Warsaw.** The financial analysis has included a full financial model including forecast of all cost elements and all revenues over a 30 year period. The computerised financial model allowed for an assessment of the financial and economic viability of the investment and estimation of all key financial ratios for the utility. A key element in the analysis was the tariff setting and the subsequent revenue generation and therefore an affordability analysis was included. Client: Danish Ministry of Environment, DANCEE 2002 - 2003.

**Senior economist: Survey of the financial flows in the Danish water sector.** The project provided an overview of the expenditures and revenue flow between the various stakeholders in the Danish water sector. The expenditures were divided according to the type of water body or resource and according to the type of activity such as planning, O&M, investments and monitoring and

enforcement. Client: The Danish Environmental Protection Agency, 2002- 2003.

**Senior environmental economist. Household water metering and conservation study for Ukraine.** The project developed a national strategy for household water conservation. Economic and financial assessments of alternative options for reducing water consumption in the households constitute were key part of the study and was undertaken by Michael. Client: Danish Ministry of Environment and Energy, DANCEE 2000-2001.

**Economic and Financial Analyst. Warsaw Municipal Water and Sewerage Service Improvement Programme.** The project comprised a review of the existing master plan for water and sewerage in Warsaw, pre-feasibility studies for elements not covered by the master plan, indication of a short-term investment programme and finally a tariff assessment. The tariff assessment included the effect of construction of two new wastewater treatment plants on the sewerage tariff and an evaluation of affordability for households of the tariff increase. Client: DEPA, 1999 - 2000.

**Team leader for socio-economic part of Renewal and modernisation of Kiev Vodokanal.** The socio-economic component comprised affordability and willingness to pay assessments of water service in Kiev. The assessment was based on two surveys. Firstly, a general socio-economic survey with 600 respondents was implemented focusing on attitudes and perception of the received water service and on household income and expenditures. Secondly, a willingness to pay survey using the Stated Preference method was carried out based on which WTP for sustained or improved service was estimated. Client: Danish Ministry of Environment and Energy, DANCEE 1999-2000.

**Senior Environmental economist: Development of Synthesis Reports for Approximation of EU Environmental Legislation, chapter on compliance costs.** The compliance cost assessment included a definition of the costing process followed by an assessment of the role of costing in different stages of the approximation planning. A number of costs estimate studies in Candidate Countries was reviewed. Based on the review, conclusions and recommendations were drawn with regard to main directions in future costing studies. Finance planning issues were addressed including a discussion of financing tools available. COWI was sub-consultant to Soil and Water. Client: Phare, DISAE Facility, 1999-2000.

**Team leader: Approximation of water and wastewater sector in Lithuania, economic and financial assessment. (LIT-106).** The assignment comprised a cost assessment of the implementation of major water and wastewater EU directives in Lithuania. Based on a description of the actual status, the need for additional infrastructure investments was estimated and the costs of such investments were calculated. A second part included a financial assessment where the supply and demand for financial analyses were estimated and a financing plan developed. COWI was sub-consultant to Soil and Water. Client: Phare, DISAE Facility, 1998-1999.

**Team leader. Socio-economic analysis. Water supply and waste water treatment rehabilitation in Crimea and Sevastopol, Ukraine.** The socio-economic part of the project comprised affordability and willingness to pay assessment for domestic water consumers. The assessment was based on the conduction of beneficiary surveys in three cities and a willingness to pay survey applying the Stated Preference method. Danish EPA and the World Bank, 1997.

**Socio-economist. Belarus Water and Environment Project.** The main objective of the study was the preparation of Priority Investment and Operational Performance Improvement Programmes. The socio-economic part of the project comprised: affordability and willingness to pay assessment for domestic water consumers, assessment of industrial and other non-domestic water consumers with respect to affordability. Danish EPA and EBRD, 1996-1997.

**Project Economist. Lviv Water and Wastewater Project Preparation Study.** The study was aimed at preparing a prioritised list of investments for improving the water supply and wastewater treatment in the city Lviv, Ukraine. Part of the study was making a beneficiary assessment for both households and industries comprising an estimation of ability and willingness to pay for improved services. Client: World Bank and Danish EPA; 1995-1996.

**Project economist. Value of ground water resources.** Development of a multi-criteria model for assessment of the value of different ground water resources. The model included as criteria: direct production costs of providing water, the costs of protection against pollution and ecological damage of water abstraction. Development of a spreadsheet model with a user friendly interface was an integrated part of the project. Client: The Danish Environmental Protection Agency. 1995-1996.

**Senior economist on several studies addressing approximation cost of the EU environmental legislation.** Economic assessment of the costs of implementing the heavy investment directives in Latvia, Lithuania and general syntheses for all new Member States. Client: Danish Ministry of Environment, DANCEE and European Commission. 1998 - 2003.

**Project Economist for the Pre-feasibility study of the Vistula River Basin and Baltic Coast of Poland, HELCOM Baltic Sea Environment Programme.** The study prepared a priority action programme to control and reduce the present pollution of the Baltic Sea. The tasks of the economist comprised: i) Assessment of the impacts and costs to tourism, recreation and fisheries associated with pollution in the study area; ii) Development of a series of economically optimal investment programmes (based on cost-effectiveness analyses); iii) Evaluation of the role of economic instruments/incentives in reducing the emissions from the Vistula River. Client: The World Bank, 1991-92.

**Project Economist on the study of Market Perspectives of Danish Coaster Transport.** Analysis of the competitive power of Danish minor coasters compared to international coaster transport and to land based transport within Denmark and neighbouring countries. Identification of the need for modernisation of the fleet and changes in the national transport policy in order to increase the competitiveness of transport by minor Danish coasters. Client: Danish Road Directorate, 1990-91

**Project Economist on a study of industrial waste water treatment.** The analysis consists of assessing the cost of different methods for treatment of industrial waste water and appraisal of alternative payment schemes. Client: Ministry of Environment, Denmark. 1989-90.

**Education and training**

Dates 1989

Title of qualification awarded M.Sc., Economics

Name and type of organization providing education and training University of Aarhus (Denmark)

Mother tongue(s) Danish

Level in national or international classification

European level (\*)

English

French

German

Understanding		Speaking				Writing			
Listening		Reading		Spoken interaction		Spoken production			
C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user
A2	Basic user	A2	Basic User	A2	Basic User	A2	Basic User	A2	Basic User
A2	Basic user	A2	Basic User	A2	Basic User	A2	Basic User	A2	Basic User

(\*) Common European Framework of Reference for Languages

**Technical & Organisational Skills and Competences**

Michael Sørensen is Technical Director in COWI's unit for Economics. He is responsible for managing key EU projects and coordination the unit's development of applied environmental economics. Michael has extensive international experience and he has more than 15 years of international project management experiences.

Based on 22 years of professional experience Michael has gained an extensive knowledge of environmental economics. He has worked with most aspects of cost-benefit analysis and environmental policy impact assessments through a wide range of international assignments. Michael has over the last years focused on studies that support EU policy development in the area of environment. This includes managing several impact assessment studies that apply the EU IA guidelines as well as managing more explorative studies supporting the initial stages of the EU policy cycle.

- Water sector policy and economics have been the focus on numerous assignments that Michael has either managed or contributed over the years. Michael has worked with water

economics for almost 20 years.

- Within EU water policy Michael has worked with the most of the key directives, notable:
  - Marine water issues has been part of several studies notable the work on integrated coastal zone management where Michael has participated in an impact assessment study on options to strengthen EU policy.
  - Michael has managed a number of studies on the implementation of the EU Water Framework Directive focusing on the required economic analysis. Most notable, Michael has project managed a study on developing guidance for the cost-effectiveness analysis which is to be used in developing the River Basin Management Plans the associated Programme of Measures. This experience covers the UK and Denmark.
  - Urban Waste Water Directive, Michael has managed a project for the EC looking compliance costs and financing requirements to achieve full compliance with the Urban Wastewater Treatment Directive.
  - Water scarcity, where Michael has done analysis of water pricing and how that supports water conservation as part of a study on the implementation of Article 9 of the WFD. He also analysis the potential for leakage reduction in water supply systems in urban areas in the EU and estimates the costs of such leakage reduction
  - Priority substances, where Michael has assessed data on reduction costs for alternative measures as part of a overall cost-effectiveness assessment in a Member State. Additionally; Michael has done several projects on chemicals policies such as REACH.
- Macro-economic water and wastewater sector strategies at national level where Michael has contributed to the development sector strategies based on a decision support tool (FEASIBLE) that applies life cycle costing combined with an innovative approach on how to undertake financing gap analysis.
- Assessment of environmental benefits in terms of valuation of environmental and health benefits in the water sector is an area where Michael has managed both primarily research using household surveys - willingness to pay estimations - as well as projects using benefit transfer approaches.
- Climate change adaption policy, where Michael has done work in relation to the integration of adaption policies within disaster management and integrated coastal zone management. This has included assessing and comparing the costs and benefits of alternative adaptation measures. Regarding climate change mitigation policy Michael has recently managed a study for EC on assessment of the international effects of EU's climate change policies.
- Michael has done feasibility studies in a number of the new Member States on water supply and wastewater infrastructure as part of ISPA or Cohesion Fund applications. These assignments have included detailed cost analysis of the wastewater infrastructure focusing on investment and operational costs.

Michael's assignments has not only comprised assignments applying exiting methodologies, he has developed new methodologies and tools for strengthening the application of cost-benefit analysis and similar tools including development of Life Cycle Costs approaches.

## Publications

"Financing Strategies for Water and Environmental Infrastructure", co-author, OECD 2003

"Monetary Valuation of Air Pollution in the Transport Sector" (in Danish) in "Vurdering av trafikens miljøskader", TemaNord 1995:524, Nordic Council of Ministers, 1995.

"Økonomi ved rensning af industrispildevand i renselanlæg" (The costs of treatment of industrial wastewater), Spildevandsforskning fra Miljøstyrelsen, Nr. 15 1990.





## Europass Curriculum Vitae

### PERSONAL INFORMATION

First name(s) / Surname(s) **Christina Castella**  
Address **Ernst & Young - Faubourg de L'Arche, 92036 Paris-La Défense Cedex (France)**  
Telephone(s) **+33 (0) 1 46 93 63 59**  
Fax(es) **+33 (0) 1 58 47 42 47**  
E-mail(s) **Christina.castella@fr.ey.com**  
Nationality **French, Swiss**  
Date of birth **03/08/1979**

### WORK EXPERIENCE

Dates **Since 2003**  
Name and address of employer **Ernst & Young**  
**Tour Ernst & Young - Faubourg de l'Arche, 92036 Paris La Défense Cedex (France)**  
Type of business or sector **Advisory/ Government services and public policy evaluation practice**  
Occupation or position held **Manager**

### Main activities and responsibilities

#### PUBLIC POLICY EVALUATION ASSIGNMENTS:

- **In the field of fisheries and maritime affairs**
  - Interim evaluation of the EFF (2007-2013) contributing to the ex-ante evaluation of a possible Future financial instrument for Fisheries (DG MARE) (2011)
  - Interim evaluation of the EFF (2007-2013) in France (2011)
  - Evaluation of DG MARE external communication activities on Common Fishery Policy and Integrated Maritime Policy
  - Study on the Interim evaluation of the EFF 2007-2013: support to the drafting the methodological framework to conduct EFF interim evaluation at national level – European Commission Directorate-General for Maritime Affairs and Fisheries (DG MARE) (2010)
  - Interim evaluation of DG MARE external communication – European Commission Directorate-General for Maritime Affairs and Fisheries (DG MARE) (2010)
  - Ex-post Evaluation of the FIG 2000-2006 - European Commission Directorate-General for Maritime Affairs and Fisheries (DG MARE) (2010)
  - Study on the supply and marketing of fishery and aquaculture products in the European Union - Directorate-General for Maritime Affairs and Fisheries (DG MARE) (2009)
  - Evaluation of the financial and non-financial instruments of the Common Organisation of the Markets (CMO) in fishery and aquaculture products - European Commission Directorate-General for Fisheries (2008)
  - Ex-post Evaluation of the FIG 1994-1999 - European Commission Directorate-General for Maritime Affairs and Fisheries (DG MARE) (2004)
- **In the field of economic cooperation and development**
  - Audit and evaluation of the NGO "ECPAT Luxembourg a.s.b.l." and its activities in Senegal, in Mali, in Bangladesh, and in Brazil, for the Luxembourg Ministry for Foreign Affairs (2010)
  - 2009 country programme interim evaluation of EU pre-accession assistance to Turkey for the DG Enlargement (2010)

- Evaluation of the French-Indonesian cooperation between 1998 and 2007– French ministry for foreign affairs (2009)
  - Evaluation of a cooperation project in the railways sector in Vietnam, financed by the French Reserve for Emerging Countries (Réserve Pays Emergents – RPE) – French ministry of finance (2008)
  - Evaluation of two cooperation projects in the health sector in China, financed by the French Reserve for Emerging Countries (Réserve Pays Emergents – RPE) – French ministry of finance (2007)
  - Evaluation of the French International Internship Programme (V.I.E) monitored by the "Hauts-de-Seine" regional Council ("V.I.E 92" programme to support local companies' international development) (2008)
- In the field of social affairs and discrimination
    - Evaluation of French programmes and projects financed by the European Integration Fund in 2008 and 2009 for the French Ministry of Immigration and Integration (2010)
    - Evaluation of French programmes and projects financed by the European Refugee Fund in 2004, 2005, 2006 and 2007 for the French Ministry of Employment (2006, 2007, 2008 & 2009)
    - Study on the actors combating discrimination in 2 French regions : Ile-de-France and La Réunion for the HALDE (Haute Autorité de Lutte contre les discriminations) (2007)
    - On-going evaluation of the Community Action Programme to Combat Discrimination for the DG Employment and Social Affairs (2004-2006)
    - Monitoring in the evaluation of EQUAL project "Identité solidaire" (2004)
    - Study of external cooperation of the European Union and its Member States in the culture and audiovisual sectors for the European DG Education and Culture (2004)
  - Other fields: agencies/ governance
    - Evaluation of the Community Variety Plant Office (CPVO) (2010)
    - Evaluation of the impact of the French Anti-crisis Plan in the housing field – Anah (Agence nationale l'habitat) (2010)

#### FINANCIAL AND ORGANISATIONAL AUDIT ASSIGNMENTS

- Management and control system audit of the INTERREG IVB North-West-Europe (2009) INTERREG IIIC - West Zone and INTERREG IIIB Atlantic Area Programmes (2006)
- 5% checks of INTERREG IIIA France-Wallonia-Flanders and INTERREG IIIB North-West-Europe (ERDF) for the Nord-Pas de Calais Regional Council (since 2005)
- Technical assistance for the implementation of a system of management of European Funds (ERDF and ESF) for the Région Guadeloupe (2007)
- Financial and system audit of EuropeAid projects :
- Financial audits of non-profit organisations: Association pour la Formation Professionnelle des Adultes (AFPA - French Association for Adult Vocational Training), Alliance Tibériade, SeSOBEL (Service Social pour le Bien-être de l'Enfant Liban), etc.
- Private sector: financial audit for Total Lubrifiants SA, Suez group, Alstom Group, etc.

Dates 2000-2001 (8 months)  
 Name and address of employer **Bosch GmbH**  
 Leinfelden, Stuttgart - GERMANY  
 Type of business or sector  
 Occupation or position held Sales controller  
 Main activities and responsibilities  
 - Monthly reporting  
 - Planning  
 - Training on ERP (Focus, before introduction of SAP)

**Education and training**

Dates 1999 - 2002  
 Title of qualification awarded **ESSEC – Ecole Supérieure des Sciences Economiques et Commerciales – recognised by the AACSB as an MBA**  
 Principal subjects / occupational skills covered Management, Finance  
 Name and type of organisation providing education and training ESSEC – Ecole Supérieure des Sciences Economiques et Commercial, Business school  
 Level in national or international classification Master's Degree

**PERSONAL SKILLS AND COMPETENCES**

Mother tongue(s) **French**

Other language(s)

Self-assessment  
 European level (\*)

**English**

**German**

**Polish**

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user
B2	Independent user	C1	Proficient user	B1	Independent user	B2	Independent user	B2	Independent user
B2	Independent user	C1	Proficient user	B1	Independent user	B1	Independent user	B1	Independent user

(\*) Common European Framework of Reference (CEF) level

Social skills and competences Team work: I have worked in various types of teams from Consulting teams to an Embassy team.  
 Management skills: management of several consultants (internal/ external) and of the junior staff at Ernst & Young  
 Intercultural skills: geographic exposure (professional & academic) to China, Germany, Austria, Poland, and many developing countries

Organisational skills and competences Management of large EU projects

Technical skills and competences International experience

Computer skills and competences MS Office

## Curriculum Vitae



### Personal information

First name(s) / Surname(s) **Tom Cameron FARRANT**  
Address(es) Paris, France  
Telephone(s) +33 6 89 90 06 98  
Email tom.farrant@au.ey.com  
Nationality Australian  
Data of birth 19/08/1983

### Desired employment / Occupational field

#### Consulting

#### Work experience

Dates March 2010 - present  
Occupation or position held Senior Consultant (Paris)

#### Main activities and responsibilities

Government and public sector advisory, Evaluation of public policy and programs, Process redesign and improvement, Project Management Office (PMO) for large transformation projects

#### Significant projects:

##### **Authority for Coordination of Structural Instruments, Government of Romania**

- Work undertaken: Evaluation of the options of funds reallocations within the National Strategic Reference Framework 2007-2013 and development of an absorption forecast model in order to provide the policy and decision-makers and programme managers in Romania with reliable information and knowledge regarding the optimal financial course that the Structural Funds should have in order to reach the best possible absorption rate till year 2015, and to avoid or minimize the automatic decommitment of funds.
- Outcome: project in progress

##### **European Investment Bank, EU-Africa Infrastructure Trust Fund (ITF)**

- Work undertaken: Mid-term evaluation of the Infrastructure Trust Fund over the period 2007-2011 against key OECD/DAC evaluation criteria, including recommendations for the future work of the ITF, and in particular a framework for monitoring and evaluation of the portfolio of ITF-supported projects in preparation for the final evaluation
- Outcome: Conclusions and recommendations for the second half of the implementation period and beyond.

##### **European Commission, DG Maritime Affairs and Fisheries**

- Work undertaken: Mid-term evaluation of the European Fisheries Fund (2007-2013) for the DG MARE, intended to feed the ex-ante evaluation of a new financial funding instrument for 2014-2020.
- Outcome: Conclusions and recommendations for the second half of the implementation period, including options to consider for the future financial funding instrument (2014-2020).

##### **European Commission, DG Maritime Affairs and Fisheries**

- Work undertaken: Synthesis of individual Member State mid-term evaluations, as well as preparation for, and participation in, the Strategic Debate on the implementation of the national programmes.
- Outcome: Identification of key themes and best practices for a strategic debate on future of fisheries in the EU in preparation for 2014-2020 Fisheries Fund Programming Period.

	<p><b>Agence de Santé Ile de France (Regional Health Agency in the Ile de France region)</b></p> <ul style="list-style-type: none"> <li>- Work undertaken: Assistance to the Performance Improvement department of the ARS in better structuring, formalising and communicating a priority programme which aims to assist targeted health establishments (hospitals) in improving their financial situation. Undertook interviews with a wide range of stakeholders of the programme (management, project pilots and co-pilots, and heads of the health establishments) to understand the current issues and improvement opportunities for the programme in terms of its formalisation, toolkit and communications.</li> <li>- Outcome: project in progress</li> </ul> <p><b>Crédit Foncier de France (real estate financing institution)</b></p> <ul style="list-style-type: none"> <li>- Work undertaken: Project Management Office support for a decisional IT systems convergence project, including day to day project management, and reporting on project budget, financials, milestones, actions, alerts and risks.</li> <li>- Outcome: project in progress</li> </ul> <p><b>Geodis Supply Chain Optimisation (GSCO)</b></p> <ul style="list-style-type: none"> <li>- Work undertaken: Project Management Office support for a post-merger integration and organisational change project, spanning 58 countries. Development of a downgraded IT solution to assist in invoice tracking and cash forecast reporting.</li> <li>- Outcome: IT solution deployed in 8 countries spanning Europe, Asia and South America.</li> </ul>
Name and address of employer	Ernst & Young, Tour Ernst & Young, Faubourg de l'Arche, 92 037 Paris La Défense
Type of business or sector	Consulting, Professional Services
Dates	August 2006 – February 2010
Occupation or position held	Senior Consultant (Adelaide)
Main activities and responsibilities	Government and public sector advisory, Report writing and analysis related to reviews of support functions (HR, Finance, Procurement), Process redesign and improvement, Cost reduction
	Significant projects:
	<p><b>Department of Trade and Economic Development (South Australian Government)</b></p> <ul style="list-style-type: none"> <li>- Work undertaken: Evaluation of government agencies' initiatives relating to the SA Government Red Tape Reduction program. The program is designed to simplify interaction between businesses and the South Australian Government and to reduce regulatory compliance burden.</li> <li>- Outcome: over \$100 million in savings by end 2012.</li> </ul>
	<p><b>Department of Planning and Community Development (Victorian Government):</b></p> <ul style="list-style-type: none"> <li>- Work undertaken: Evaluation of Human Resources and Finance Shared Services Arrangements. This included consultation to determine performance standards, service quality levels, governance arrangements, key issues &amp; improvement opportunities and areas of duplication.</li> <li>- Outcome: Development of alternative models for the optimal delivery of HR and Finance activities across the Department, including a comparison to good practice in public sector organizations</li> </ul>
	<p><b>Babcock and Brown Power:</b></p> <ul style="list-style-type: none"> <li>- Work undertaken: seconded to Babcock and Brown Power (BBP) to assist in activities associated with their transition to a shared services model: Development of Service Level Agreements (SLA), workshopping and mapping of to-be processes for HR and Procurement (focusing on roles and responsibilities) development of a balanced scorecard reporting template, consulting staff to assess their level of change readiness, development of a guide / induction booklet for internal staff, co-development of communications plan</li> <li>- Outcome: change management communication package, processes and procedures documents</li> </ul>
	<p><b>Statewide Financial Services</b></p> <ul style="list-style-type: none"> <li>- Work undertaken: Reviews of Statewide's Financial Management Processes, Marketing and Communications Strategies and Human Resource Strategies, in particular retention and succession planning. These assignments involved a current state assessment, review of best practice strategies and the identification of opportunities for improvement.</li> <li>- Outcome: recommendations for improvements in processes and strategies for financial management, HR and Communications.</li> </ul>



**Department of Health (South Australian Government)**

- Work undertaken: Development of a business case and feasibility analysis for a new Patient Administration system across South Australian public hospitals.
- Outcome: Business case outlining the costs and benefits of several options

**Department of Education and Children's Services (South Australian Government):**

- Work undertaken: Analysis of three procurement areas – Facilities, Travel, and Fleet Management – to find solutions to reduce procurement costs and demand management
- Outcome: Proposals for cost savings based on several scenarios

**Defence Science and Technology Organisation (Australian Federal Government)**

- Work undertaken: Project management support and documentation of DSTO's strategic planning process during the Implementation phase of a large scale change management and finance transformation project for DSTO.
- Outcome: An implementation review of Ernst & Young's initial recommendations

Name and address of employer Ernst & Young, 121 King William Street, Adelaide, 5000, South Australia  
 Type of business or sector Consulting, Professional Services

**Education**

Dates 2006 - 2008

Title of qualification awarded Graduate Certificate in Applied Finance

Principal subjects/occupational skills covered Financial Markets and Economic Principles; Law, Regulation and Ethics; Techniques in Financial Analysis; Risk Management for Financial Sector Enterprises

Name and type of organisation providing education and training Financial Services Institute of Australasia

Dates 2002 – 2006

Title of qualification awarded Bachelor of Commerce (Management), Bachelor of International Studies, Diploma of Languages (French). Awarded Membership of the Golden Key International Honour Society

Principal subjects/occupational skills covered Marketing, HR Management, Strategic Management, 20<sup>th</sup> century European Politics, Comparative Politics, International Politics

Name and type of organisation providing education, University of Adelaide, South Australia  
 Université Stendhal, Grenoble, France (semester exchange abroad in 2006)

**Professional Development**

Course attended/qualification (year) Lean Six Sigma Green Belt Certification, Ecole Centrale Paris (2011)  
 Managing for Outcomes - Public policy evaluation & impact assessment – Ernst & Young Rome (2011)  
 Advanced Client Interactions for Senior Consultants - Internal Ernst & Young course (2011)  
 Facilitation Techniques for Senior Consultants - Internal Ernst & Young course (2011)  
 Client Service Excellence for Senior Consultants - Internal Ernst & Young course (2009)  
 Delegation and Supervision – Internal Ernst & Young course (2009)  
 Governance in Not-for-Profit Organisations (2009)  
 Building Professional Credibility - Internal Ernst & Young course (2008)  
 Minto Structured Communications (2007)  
 Consulting 101 – Internal Ernst & Young course (2006)  
 Mandatory Notification Course (2005)  
 Problem Solving and Conflict Resolution Course – Gowrie Training Centre (2005)

**Personal skills and competences**

Mother tongue(s)

**English**

Other language(s)

**French (fluent)**

**Spanish (beginner)**

Social skills and competencies

Teaming:

- Professional work experiences at Ernst & Young and Prince Alfred College
- Participation in sporting teams: Australian Rules Football, Basketball
- Member of AIESEC (Association Internationale des Etudiants en Sciences Economiques et Commerciales) Committee – University of Adelaide

Cultural understanding:

- Participant in an Australian program to promote the reconciliation process between indigenous and non-indigenous Australians – including a placement at Jabiru, Northern Territory
- Extensive European travel (>25 countries) and university exchange programs in France

Coaching:

- Mentoring of a rural university student through "Chances for Children" program
- Tutoring of high school students in French, English, Modern European History and Mathematics

Communication and networking:

- University of Adelaide – Undergraduate Student Representative on School of Commerce Board 2005
- Theoretical and practical experience through professional employment within Ernst & Young

Leadership:

- Ernst & Young Oceania Region Chairman's Values Award Finalist (2009)
- Board Member of UnitingCare Adelaide East, a community services and emergency relief agency based in the North-Eastern suburbs of Adelaide, South Australia
- Received Rotary Youth Leadership Award (RYLA) in 2005
- Duke of Edinburgh's Award Scheme – Bronze Award
- Prince Alfred College – *Vice-Captain of the School and Prefect*

Organisational skills

Reporting writing Project management, Data analysis and synthesis

Translation: volunteer French-English translator for ALPH-ACTION, a French-based international not-for-profit organisation that works towards improving literacy (2011 to present)



**Europass  
Curriculum Vitae**

**COWI**



**Personal information**

First name(s) / Surname(s) **Erling Povlsen**  
Address(es) Parallelvej 2, 2800 Kongens Lyngby, Denmark  
Telephone(s) +45 56 40 22 45  
Fax(es) +45 56 40 99 99  
E-mail [ERP@cowi.com](mailto:ERP@cowi.com)  
Nationality Danish  
Date of birth 2 February 1953  
Gender Male

**Desired employment / Occupational field** (remove if not relevant, see instructions)

**Work experience**

Dates 1982-present  
Occupation or position held Senior Marine and Freshwater Biologist.  
Main activities and responsibilities Environmental impact assessments. Biological monitoring programmes. Marine ecological mapping. Ecotoxicological testing of substances. Fisheries biology.  
Name and address of employer COWI A/S, Denmark  
Type of business or sector Private consulting company  
Dates 1982-1983  
Occupation or position held Assistant Project Biologist  
Main activities and responsibilities Effects of organic and inorganic pollutants in the marine environment.  
Name and address of employer The Marine Pollution Laboratory of the National Environmental Protection Agency, Denmark  
Type of business or sector Research

**Education and training**

Dates 1973-1981  
Title of qualification awarded MSc Biology  
Principal subjects/occupational skills covered Marine and freshwater ecology  
Name and type of organisation providing education and training University of Copenhagen, Denmark



Level in national or international classification

MSc

Training

**Personal skills and competences**

Mother tongue(s) **Danish**

Other language(s)

Self-assessment

European level (\*)

**English**

**French**

**German**

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user
B1	Independent user	B1	Independent user	A2	Basic user	A2	Basic user	A1	Basic user
B2	Independent user	B2	Independent user	B1	Independent user	B1	Independent user	A2	Basic user

Social skills and competences  
 Organisational skills and competences  
 Technical skills and competences  
 Computer skills and competences  
 Artistic skills and competences  
 Other skills and competences

Mr. Erling Povlsen has 30 years of professional experience as a marine biologist. He is a specialist in Environmental Impact Assessments (EIA) and Environmental Monitoring. He has been involved in Environmental Impact Assessments of a wide variety of projects including: Major infrastructure projects (bridges, tunnels, roads and harbours); dams; dredging operations in rivers, harbours and marine environments; windfarms; landfills; exploration, development and production at offshore oil and gas fields and projects involving discharges of sewage or hazardous chemicals to the aquatic environment. Mr. Povlsen has a long experience record on all types of monitoring programmes in marine environments,

Mr Povlsen is well versed in EU-legislation especially regarding the EU habitats directive (Council Directive 92/43/EEC of 21 May 1992). During his career he has been involved in projects concerning, *protection of the marine environment and impact assessments that have included transboundary and national policies*. During his career he has been working with international conventions such as the OSPAR convention, HELCOM and the Ramsar convention.

Driving licence

**Additional information**  
Project experience

Senior Environmental Specialist. Environmental Impact Assessment of the upgrading of the combined heat and power station Avedøreværket, Copenhagen including Natura 2000 assessment of habitats and species. Client: DONG Energy A/S. 2012.

Senior Environmental Specialist. Environmental Impact Assessment of a new railway bridge across Storstrømmen, Denmark. Client: Banedanmark. 2012.

Task Manager. Updating of Environmental Impact Assessment of a new bridge/tunnel Limfjord crossing at Aalborg (3. Limfjordsforbindelse), including Natura 2000 assessment of habitats and species. Directorate of Roads, Denmark, 2010-2011.

Senior Environmental Specialist. Environmental impact assessment of Hejre oil and gas field in the Danish sector of the North Sea. Responsible for description of existing environment and assessment of impacts on marine ecosystems of discharges from the facility. Client: DONG Energy 2010.

Senior Environmental Specialist. Environmental impact assessment of Mærsk Oil and Gas facilities in the Danish sector of the North Sea. Responsible for description of existing environment and assessment of impacts on marine ecosystems of discharges from the facilities. Client: Mærsk Oil and Gas 2010

Task Manager. BRISK project. Risk analysis of impacts of spills in the Baltic Sea in connection with the transporting of petroleum hydrocarbons and selected chemicals. Responsible for mapping of sensitive areas and assessment of potential impacts of spills on the marine ecosystem. Client: Navy, Admiral Danish Fleet. 2009-ongoing.

Task Manager. Windfarms in the Sound. Screening of possible locations for offshore windfarms in the Sound. Responsible for environmental screening of various alternatives. Client: Municipality of Copenhagen. 2010.

Task Manager. EIA and Natura 2000 evaluation of the establishment of a new dumping site for dredge spoil at Gåsegrund in the Limfjord, Denmark. Client: Lemvig municipality, Thyborøn harbour and the Danish Coast Directorate. 2007-2008.

Task Manager. EIA of development and operation of the Hejre field in the Danish Sector of the North Sea. Client DONG energy 2007-2008.

Project Manager. Environmental Impact Assessment of a submarine cable in Lillebælt Denmark (Natura 2000 assessment). Client: SYD ENERGI Net A/S, 2007.

Project Manager. Assessment of the feasibility of remediation of a heavily polluted Canal in Liepaja Harbour. Client European Investment Bank. JASPERS Unit, 2007.

Task Manager. Preparation of application for discharge permit for the Rau-1 offshore exploration drilling in the Danish Sector of the North Sea. Client: Altinex, 2007.

Senior Environmental Specialist. Chemical and biological monitoring around oil/gas production platforms in the North Sea (Gorm, Tyra and Dan F). Client: Mærsk Olie og Gas A/S, 2006.

Senior Environmental Specialist: Environmental Impact Assessment of high-voltage transmission lines for the Horn Rev Windmill Farm. Responsible for assessment of impacts on river ecology, fish and Natura 2000 habitats and species. Client: Energinet. Denmark 2006.

Task Manager. Environmental Impact Assessment of a new bridge/tunnel Limfjord crossing at Aalborg (3. Limfjordsforbindelse), including Natura 2000 assessment of habitats and species. Directorate of Roads, County of Northern Jutland and municipality of Aalborg, Denmark, 2006.

Task Manager. Environmental Impact Assessment of a planned marine fish farm at Hirtshals, Denmark. Responsible for the assessment of impacts on the marine environment. Client: Hirtshals Municipality, 2006.

Senior Consultant. Environmental Impact Assessment of oil field development and operation in the Central North Sea (South Arne Field). Client: Amerada Hess, 2005.

Senior Environmental Specialist. Development of HELCOM indicators for oil and hazardous substances for the Baltic Sea. Client: Danish Environmental Protection Agency, 2003-2004.

Senior Consultant. Waste to Energy, Dublin. Preparation of a baseline study for the EIS of a waste incineration plant in Dublin. Client: MC O'Sullivan, Dublin Ireland, 2003-2004.

Senior Consultant. Environmental impact assessment of a wastewater treatment plant receiving water from a biotechnological plant (BIOGEN). Client: Hillerød Municipality, 2002.

Senior Consultant. Preparation of a biological monitoring programme for an offshore oil-platform in the North Sea. Client: Mærsk Olie & Gas AS, 2001- 2002.

Senior Consultant. Environmental Impact Assessment of oil field development and operation in the Central North Sea (Nini, Sara, Sofie, Stine and Cecilie fields). Client: Statoil and DONG, 2001-2002.

Task manager. Remediation of Alexandra Basin, Dublin Port. Responsible for environmental assessment of contaminated sediment and disposal options for dredge spoil. In association with MC O'Sullivan, Dublin. Client: Dublin Port Ireland, 2000.

Senior Consultant. Improvement of natural and recreational value of harbours and marinas. Client: National Forest and Nature Agency, 1999-2000.

Task Manager. Environmental Impact Assessment of a bridge/tunnel crossing of River Shannon, Ireland. In cooperation with MC O'Sullivan. Dublin. Client: Limerick County Council, 1999-2002.

Project Manager. Design and implementation of an extensive monitoring programme for monitoring of impacts of the construction of Great Belt bridges and tunnels for the period 1987-2001. Client: A/S Storebæltsforbindelsen Denmark, 1987-2001.

Task Manager. Environmental Impact Assessments of various solutions for the Fehmarn Link between Denmark and Germany (bridge and tunnel construction). Client: The German and Danish Ministries of Transport, 1995-1999.

Task Manager. Environmental Impact Assessment of the transport of oil from Russia through the Baltic Sea. Client: European Commission. TACIS. 1998.

Project Biologist. Environmental Impact Assessment of the rehabilitation of Pärnu Harbour, Estonia. Client: EU-PHARE. 1996-1997.

Task Manager. Environmental Assessment of Oil Field Development and Operation. South Arne, North Sea. Client: Amerada Hess, UK. 1996-1997.

Task Manager. Environmental Assessment of Oil Field Development and Operation. Siri, North Sea. Client: Statoil Norway. 1996-1997.

Project Biologist. Environmental Impact Assessment of rehabilitation and extension of Balleally landfill at the Rogerstown Estuary, Ireland. As subconsultant for MC O'Sullivan Dublin. Client, Fingal County Council, Ireland. 1996-1997.

Project Biologist. Scoping and Environmental Impact Study of Liepaja Harbour, Latvia. Chemical, biological and ecotoxicological characterisation of polluted sediments. Assessment of environmental risk associated with planned dredging operations and subsequent disposal of dredged material. Client: Ministry of Environmental and Regional Development, Latvia/European Communities PHARE Programme, 1995-1996.

Task Manager. Baseline investigations in Øresund in connection with establishing a fixed link between Denmark and Sweden (the Øresund crossing). Client: Øresundskonsortiet Denmark/Sweden, 1992-1995.

Project Manager. Marine bottom fauna investigations in the Kattegat. Monitoring of impact of eutrophication. Client: County of Nordjylland, Denmark, 1984-1993.

Task Manager. Environmental Impact Assessment of various solutions of the Øresund Link between Denmark and Sweden (bridge/tunnel constructions). Client: Øresundskonsortiet Denmark/Sweden, 1993.

Project Biologist. Environmental Feasibility Study of the establishment of a fixed link between Denmark and Germany (the Fehmarn Belt Link). Client: Ministry of Transport (Denmark and Germany), 1992-1993.

**Annexes** None

## Publications

- Povlsen E (2005). Some Observations on Effects of Pollution on Fish Stocks in Rivers of Sarawak. In: Proc. International Conference on Natural Resources and Environmental Management (NREM 2005) 28-30 November 2005, Crowne Plaza Riverside Hotel, Kuching Sarawak, Malaysia pp. 291-303."
- Povlsen E, A.M.M. Mohammed, A. Shindy, A. Abu-EL Seoud (2003). Heavy metals and hazardous pollutants in sediment and mussels in the Gulf of Suez, 1999 and 2001. In: Proceedings from Environment 2003, the 4th International Conference & Exhibition for Environmental Technologies, Management & Funding. Cairo International Conference Paper 30/9 - 2/10 2003. Egyptian Environmental Affairs Agency.
- O'Toole L., N.E. Houe, E. Povlsen, C. Christiansen and H. Devlin. Leachate Management at an Irish Estuarine Landfill - a case study. Ninth International Waste Management and Landfill Symposium. Sardinia 2003.
- D. Haslund, A. Jensen, E. Povlsen et al. First Result from the Egyptian Coastal Water Monitoring Programme. MEDCOAST 1999 and EMECS 99: The Joint Conference: Land-Ocean Interaction: Managing Coastal Ecosystems, Nov 9-13, 1999, Antalya, Turkey.
- Jensen, A.D., M. El Zarra & E. Povlsen. A strategy for an Egyptian Coastal Monitoring Programme. Proceedings of the Third International Conference on the Mediterranean Coastal Environment MEDCOAST 97, November 11-14, 1997. Qawra, Malta.
- Jensen, K., E. Povlsen, K. Bender & N. Ipsen. Eiderducks and musselbeds in the Great Belt. Water and Environment No. 5, 1990.
- Randløv, A., S.Ø. Dahl & E. Povlsen: Principles and methods in environmental management of coastal marine waters. In: Marine Pollution (Ed. J. Albaigés) pp 279-304. Hemisphere Pub. Co. New York, 1988.
- Povlsen, E: Anti-fouling paints - a threat to the breeding of oysters? Water and Environment, 1985.
- Randløv, A. & E. Povlsen: Avoidance test as a tool in management of receiving waters. Water and Environment, 1984.
- Povlsen, E.: Organotin compounds in the marine environment. Danish Environmental Protection Agency, Denmark, 1983.
- Povlsen, E., H.U. Riisgård & F. Möhlenberg: Accumulation of cadmium and bioenergetics in the mussel *Mytilus Edulis*. Marine Biology 68, 25-29, 1982.
- Riisgård, H.U., A. Randløv, E. Povlsen, G. Ærtebjerg & S.M. Pedersen: Environmental investigations in Limfjorden. Marine Pollution Laboratory, Danish Environmental Protection Agency, Denmark, 1982.
- Riisgård, H.U. & E. Povlsen: Growth of *Mytilus edulis* in net bags transferred to different localities in a eutrophicated Danish fjord. Mar. Pollut. Bull. 12, 272-276, 1981.



## Europass Curriculum Vitae

### Personal information

**First name(s) / Surname(s)** **Tine Villadsen Gundersen**  
**Address(es)** Parallelvej 2, 2800 Kgs Lyngby  
**Telephone(s)** +45 4597 1391 **Mobile** +45 2617 1704  
**E-mail** tvgu@cowi.dk  
**Nationality** Danish and Norwegian  
**Date of birth** 17.04.79  
**Gender** Female

### Relevant professional experience - employment record

<b>Dates</b>	01.10.2011-ongoing
<b>Occupation or position held</b>	Head of section, Environmental Economics (as of 01-05-2012) Key account manager and consultant, Economics, management and planning
<b>Main activities and responsibilities</b>	Key account manager for DG REGIO in the department. Expert on evaluations, policy studies and impact assessment, mainly in the field of Regional and environmental policy and transport projects, hereunder a number of studies on sustainable development and sustainable consumption and production. Has as Head of Section the overall responsibility for 12 consultants within Environmental Economics.
<b>Employer</b>	COWI A/S, Lyngby, Denmark
<b>Type of business or sector</b>	Consultancy
<b>Dates</b>	06.10.2008 -31.09.2011
<b>Occupation or position held</b>	Evaluation expert and programme coordinator
<b>Main activities and responsibilities</b>	Expert on Evaluations and other studies for the European Commission regarding regional and environmental policy, hereunder waste, water and sustainable consumption and production. Programme coordination consists of contract management, proposal preparation, coordination with experts and clients as well as ongoing administration of the COWI Consortium for EIB, JASPERS and DG REGIO. COWI is lead partner for both framework contracts.
<b>Employer</b>	COWI Belgium, Brussels, Belgium
<b>Type of business or sector</b>	Consultancy
<b>Dates</b>	01.02.2007 - 05.10.2008
<b>Occupation or position held</b>	Economist
<b>Main activities and responsibilities</b>	Junior consultant on evaluations, impact assessments and policy studies
<b>Employer</b>	COWI A/S, Lyngby, Denmark
<b>Type of business or sector</b>	Consultancy, Dep. of Economics - Environment, Health and Social Affairs
<b>Dates</b>	01.09.2003 - 01.02.2007
<b>Occupation or position held</b>	IT and Economic Advisor
<b>Main activities and responsibilities</b>	Providing guidance to private and corporate clients in Norway on their online banking systems (2003-2005). Providing advice to banking customers on their daily economy, transfers etc. to customers in Denmark, Norway, Sweden and Ireland through the backs phone service.

Employer	Danske Bank Høje Tåstrup, Denmark
Type of business or sector	Banking
<b>Selected assignments</b>	
Dates	2012
Position	Cohesion fund expert
Main activities and responsibilities	<b>Guidelines for project managers: "climate proofing" of vulnerable investments.</b> The handbook is intended to be used by project managers in order to give them a clear idea on what needs to be done at the operational level through the planning stage, financing, implementation and operation of different types of investments.
Client	European Commission, DG Climate Action
Dates	2012
Position	Policy analyst
Main activities and responsibilities	<b>Impact Assessment Passenger Ship Legislative Review.</b> The study comprise an analysis of problems in the current legislative framework on passenger ship safety, objectives for new policy and different policy options to improve the passenger safety and reduce barriers to trade.
Client	European Commission, DG MOVE
Client	2012- Evaluation expert
Dates	2012
Position	Policy analyst
Main activities and responsibilities	<b>Evaluation of the European Strategy on safety and health at work 2007-2012.</b> Evaluation to provide a sound and evidence-based evaluation of the strategy and provide reasoned recommendations for the development of future EU policy instruments in this area. Ms Gundersen is i.a. responsible for mobilising national experts in the Member States and for evaluating HS policy initiatives in Spain, Portugal, Slovenia, Slovakia, Czech Republic and Estonia.
Client	European Commission, DG EMPL
Dates	2011-2011
Position	Evaluation expert
Main activities and responsibilities	<b>Mid-term Evaluation of the Sustainable Consumption and Production and Sustainable Industrial Policy Action Plan.</b> This mid-term evaluation covers different aspects and policy instruments, which are integrated in the SCP/SIP Action Plan, and assesses its relevance, effectiveness, efficiency, sustainability, internal/external coherence, synergy, EU value added and impact. Ms Gundersen contributes to the stakeholder consultation and data gathering and is a key contributor to the evaluation of GPP, ECAP and the Retail Forum.
Client	European Commission, DG ENV
Dates	2011-
Position	Policy expert
Main activities and responsibilities	<b>The role of market-based instruments in achieving a resource efficient economy.</b> The study aims to provide expert knowledge on links between market-based instruments and resource efficiency" – knowledge which will be used by the Commission for further work on resource efficiency under the Resource-efficient Europe flagship initiative of the Europe 2020 strategy. Ms Gundersen is a key contributor to case studies concerning water supply and tree protection.
Client	European Commission, DG ENV
Dates	2010-ongoing
Position	Deputy project manager and policy expert
Main activities and responsibilities	<b>Study analysing the trade in seal products in the EU and worldwide in follow-up to the adoption of Regulation (EC) No 1007/2009 and its implementing provisions.</b> Through the design of a report template, COWI assists the Commission in its efforts to facilitate the implementation follow-up as requested by the regulation. Moreover, COWI provides an assessment of the penalties and enforcement measures introduced in the Member States as well as an analysis of the socio-economic effects of the regulation.
Client	European Commission, DG ENV

Dates	2010
Position	Stakeholder consultation expert
Main activities and responsibilities	<b>Technical assistance activities in support of the preparation of the European Road Safety Action Programme 2011-2020</b> aiming at assisting the Commission in carrying out a consultation and data collection exercise in view of the preparation of the European Road Safety Action Programme covering the period 2011-2020. This involved the establishment of an inter-service group, an internet consultation, stakeholders' meetings and the organization of technical workshops.
Client	DG TREN
Dates	2009-2010
Position	Analyst, consultation expert and assistant project manager
Main activities and responsibilities	<b>Study on implementing measures of trade in seal products.</b> The study aimed at advising the European Commission, DG ENV on possible implementing measures of the new ban on import of seal product into the European Community. The study focused on analysing trade in seal products, both in the sealing countries and at community level as well as on identifying potential traceability options assessing the impacts of the different options. The study included close dialogue with stakeholders e.g. decision-makers in countries hunting seals and NGOs. The study also included a one-week mission to Greenland.
Client	DG ENV
Dates	2009-2011
Position	Project coordinator and deputy project manager
Main activities and responsibilities	<b>Quick Appraisals</b> of major project applications for Environmental infrastructure investments. 2 <sup>nd</sup> and 3 <sup>rd</sup> batches. The task involves general management of the contract with the Commission for appraisal of structural fund applications hereunder dissemination of new requests, staffing of individual assignments, contracting sub-consultants, running dialogue with the task manager of the specific appraisals in the Commission as well as quality assurance of each report submitted to the client. The major project included i.a. urban regeneration projects.
Client	DG REGIO
Dates	2008-2010
Position	Project Coordinator and deputy project manager
Main activities and responsibilities	<b>Quick appraisals</b> of major transport infrastructure investment projects. 1 <sup>st</sup> batch. The task involved general management of the contract with the Commission for appraisal of structural fund applications hereunder dissemination of new requests, staffing of individual assignments, contracting sub-consultants, running dialogue with the task manager of the specific appraisals in the Commission as well as quality assurance of each report submitted to the client.
Client	European Commission, DG REGIO
Dates	2009
Position	Analyst
Main activities and responsibilities	<b>EMN service provider.</b> COWI and GHK had a service provider contract for the European Migration Network (EMN). The overall objective of the EMN was to improve the availability of, and access to, information concerning migration and asylum at European and Member State level in order to support policy- and decision-making in the EU. This involved providing the Community, its Member States and, as a longer term objective, the wider public with objective, reliable and comparable information on the migration and asylum situation.
Client	European Commission, DG JLS
Dates	2009
Position	Consultation expert
Main activities and responsibilities	<b>Technical Assistance for the preparation of the Next European Road Safety Action Programme.</b> The Contract included a broad stakeholder consultation including the organisation of six workshops and an internet consultation. The information gathered during the stakeholder consultation was used to provide the Commission with recommendations for actions to be included in the next ERSAP.
Client	European Commission, DG TREN
Dates	2009-2010

Position	Project coordinator
Main activities and responsibilities	<b>Review of Support to Reduction of Greenhouse Gases.</b> Evaluation of projects funded under the EEA and Norway grant in the field of reduction of Greenhouse gases.
Client	EFTA financial Mechanism Office
Dates	2008-ongoing
Position	Framework contract manager
Main activities and responsibilities	<b>JASPERS Framework Contract in the field of Environment and Energy Efficiency.</b> This involves preparing proposals, checking financial offers compliance to ToR, dealing with all contractual issues and ongoing administration and co-ordination of the COWI Consortium. Quality assurance of outputs sent to the client.
Client	EIB/JASPERS
Dates	2009-2010
Position	Project coordinator
Main activities and responsibilities	<b>Quick Appraisals</b> of major project applications for industry, energy, ICT and knowledge economy investments. 3 <sup>rd</sup> batch. Client: DG REGIO. Dissemination of new requests, staffing of individual appraisals, contracting sub-consultants, running dialogue with the task manager of the specific appraisals in the Commission.
Client	DG REGIO
Dates	2009-2011
Position	Framework contract manager
Main activities and responsibilities	<b>Framework Agreement for review and evaluation of EEA and Norway Grants.</b> This involves preparing proposals, checking financial offers compliance to ToR, dealing with all contractual issues and ongoing administration and co-ordination of the COWI Consortium.
Client	EFTA Financial Mechanism Office
Dates	2008-2011
Position	Framework contract manager
Main activities and responsibilities	<b>European Commission Multiple Framework Contract DG REGIO – TA for the preparation, appraisal and verification of major projects to be funded by the Cohesion Fund, European Regional Development Fund and the Instrument for Pre-Accession:</b> This covered two framework contracts one for the period 2006-2010 and the new contract from 2011. Ms Gundersen had a key role in the proposal preparation process for the 2011 contracts where COWI is part of all lots. The contract management involves preparing proposals, checking financial offers compliance to ToR, dealing with all contractual issues and ongoing administration and co-ordination of the COWI Consortium.
Client	European Commission, DG REGIO
Dates	2008-2011
Position	Project coordinator
Main activities and responsibilities	<b>JASPERS Framework Contract in the field of Environment and Energy Efficiency.</b> This involves preparing proposals, checking financial offers compliance to ToR, dealing with all contractual issues and ongoing administration and co-ordination of the COWI Consortium as well as quality assurance of deliverables to the client.
Client	EIB/JASPERS
Dates	2008-2009
Position	Economist and evaluation expert
Main activities and responsibilities	<b>Ex-post evaluation of the LIFE Program.</b> In the framework of sustainable development, the general objective of LIFE is to contribute to the implementation, development and enhancement of Community environmental policy and legislation. Ms Gundersen held a key position in evaluating the management of the LIFE programme and was responsible for conducting a lean analysis of the LIFE Unit, hereunder planning and facilitating to workshops.
Client	DG ENV
Dates	2008
Position	Consultation facilitator



	<p><b>ELOBIO - Efficient and Low-disturbing Biofuels Policies.</b> This project developed low-disturbing policy options, enhancing biofuels but minimising the impacts on e.g. food and feed markets, and markets of biomass for power and heat. It provided a review of current experiences with biofuels and other RE policies and their impacts on other markets, iterative stakeholder-supported development of low-disturbing biofuels policies, model-supported assessment of these policies' impacts on food &amp; feed and lignocellulosic markets, and finally an assessment of the selected optimal policies on biofuels costs and potentials. Ms Gundersen contributed to the stakeholder consultation phase. Led by ECN (NL).</p>
Client	DG TREN
Dates	2008-2008
Position	Economist
Main activities and responsibilities	<b>Assessment of different options to address risks from the use phase of biocides.</b> The study served to support the decision-making process in identifying appropriate measures and legal instruments that would allow a sustainable use of biocidal products. Three alternative legal measures were identified by the Commission and were to be assessed during the study. The study provided overviews of the risks posed by the use of biocides, possible measures to reduce risks and assessed the environmental, economic and social impacts of these measures.
Client	DG ENV
Dates	2007- 2008
Position	Economist
Main activities and responsibilities	<b>Intermediate evaluation of the Advisory Committee for Fisheries and Aquaculture (ACFA).</b> An evaluation of ACFA with special focus on representation, effectiveness and efficiency. The study included a comprehensive stakeholder consultation consisting of interviews as well as an e-survey that Ms Gundersen was responsible for. The e-survey was elaborated using TricTrac. Ms Gundersen also held a key position in analysing stakeholder input and answering the evaluation questions.
Client	DG FISH
Dates	2007-2008
Position	Economist and policy analyst
Main activities and responsibilities	<b>Assessment of the potential impact of a ban of products derived from seal species.</b> A study aiming at providing the Commission with information to draw conclusions on the impact and necessity of an import ban of products from seal species. The output consisted of balanced, objective recommendations and conclusions serving as input to a Commissions impact assessment. Ms Gundersen had a key position on the project team i.a. as responsible for stakeholder involvement and consultation. Part of this was elaboration and analysis of an e-survey using the IPM tool of the European Commission and workshop preparation. The study included conference participation in Vaasa, Finland.
Client	DG ENV
Dates	2007-2008
Position	Economist and public consultation specialist
Main activities and responsibilities	<b>Consultancy services for SME development in Kaliningrad and Pskov Regions, Russia.</b> Recommendations on how to improve public-private dialog between the municipal authorities and local SMEs in the Kaliningrad and Pskov Regions. Ms Gundersen held a key role in collecting data, analysing local conditions and preparing recommendations in the Pskov and Kaliningrad regions, as well as presenting the preliminary conclusions to stakeholders in Kaliningrad. The study included missions to both Pskov and Kaliningrad.
Client	Danida

	Dates	2006-2008
	Position	Economist
Main activities and responsibilities		<b>Renewable Fuels for Europe - EIE2004-REFUEL.</b> Research programme with the purpose of clearly defining a roadmap for the implementation of biofuels in EU. COWI was responsible for Task 6 of the programme, which concerns stakeholder consultations, including barriers analysis, and socio-economic assessment of the implementation of the roadmap. Ms Gundersen assisted in analysing the European Energy Market and Security of Supply, planning and undertaking an impact assessment, and with active participation in and execution of stakeholder workshop as well as in analysing the output of the workshop and identifying key issues brought up by the stakeholders.
	Client	EU Commission, Intelligent Energy - Europe (IEE).
	Dates	2008
	Position	Economist
Main activities and responsibilities		<b>Promotion of new business models with environmental benefits</b> The objective of this study was to investigate the obstacles that may hold back innovative business models with environment benefits. It provides an analysis of those obstacles, identify the areas of business where new business models might be expected to bring significant environmental benefit and suggest whether policy interventions might be useful – and if so, what form they might take. The analysis contributed to inform future policy discussions, at Member State, and European Level about the suitability or potential benefits from introducing policy measures to promote innovative business models.
	Client	EU Commission, DG ENV
	Dates	2007-2008
	Position	Economist and consultation expert
Main activities and responsibilities		<b>Market pull instruments promoting innovation in environment</b> The overall objective was to provide solid evidence to inform decisions about future policy on use of market pull instruments hereunder providing recommendations on the qualities that a set of market pull instruments should have to be most effective at promoting innovation and whether any additional changes would complement existing market pull instruments. Ms Gundersen was responsible for organising a stakeholder workshop and coordination with stakeholders in the paper sector.
	Client	EU Commission, DG ENV
	Dates	2007
	Position	Economist and policy analyst
Main activities and responsibilities		<b>Analysis of Progress on the EU Sustainable Development Strategy.</b> By examining the EU27's progress on sustainable development thematically, the study identified the progress being made for each of these policy areas for each of those countries, thus enabling the Commission to assess the need for policy refinement if necessary. An indirect outcome of this study was insights into the types of policy issues that need to be addressed and that by way of this study were highlighted. Ms Gundersen was one of the key consultants evaluating "Sustainable Consumption and production.
	Client	EU Commission, DG ENV
	Dates	2007
	Position	Economist
Main activities and responsibilities		<b>Mapping of the Finnish occupational safety card – a measure for securing a safer working environment.</b> An analysis of what this measure consists of, training and education of workers, the partners involved and the social and legal background of the measure, as well as the effects and results of this specific measure. The objective was to present a report that could form part the decision basis for alternative measures in Denmark. Ms Gundersen was responsible for data collection and analysis, which included discussions with stakeholders in Helsinki, Finland. The study included a mission to Helsinki.
	Client	Danish Confederation of Trade Unions

Dates 2007  
 Position Economist  
 Main activities and responsibilities **Evaluation of the EC environmental Investment Support Facilities** and their impact in investment by the EBRD and other IFIs in the Europe & Central Asia Region". Ms Gundersen was responsible for data identification and collection and was part of the core analytical team. The study included an extensive e-survey.  
 Client EU Commission, DG ENV/EIB

**Education and training**

Dates 01.09.2004-20.09.2006  
 Title of qualification awarded MSc EU Business and Law  
 Principal Subjects EU policy making, Public affairs management, EU law and policy hereunder monetary and fiscal policy, fisheries policy, trade policy, regional and industrial policy, competition policy, environmental policy, international business methods, international business strategy, strategic collaboration among firms and international negotiations. Master thesis concerning the impact of lobbying on EU policy making and the consequences for the legitimacy of policy (grade A)  
 Name and type of organisation providing education and training Aarhus School of Business, Denmark  
 Dates 01.09.2001-24.06.2004  
 Title of qualification awarded Bachelor of Business Communication, profile: French and Spanish,  
 Principal Subjects Intercultural communication, social studies on the French and Spanish societies, political structures, Web communication and language studies of French and Spanish. Bachelor project written in Spanish.  
 Ms Gundersen spent one semester as an exchange student with the ERASMUS programme at Université le Mirail 2 in Toulouse.  
 Name and type of organisation providing education and training Aarhus School of Business, Denmark  
 Dates 15.08.1998-15.12.2003  
 Title of qualification awarded Bachelor degree with specialisation in economics  
 Principal Subjects 1-semester Programme European Integration, summer 2003  
 EU history and decision making and various policy areas  
 1-semester Programme Ex. Fac. and Ex. Phil., autumn 2000  
 Social Scientist method and Philosophy, Logic and Semantics  
 2-year Programme Business Administration, 1998-2000  
 Specialisation: Shipping and Maritime Law  
 Name and type of organisation providing education and training Agder University, Norway

**Personal skills and competences**

Mother tongue(s) **Norwegian and Danish**

Other language(s)

Self-assessment  
 European level (\*)

**English**

**French**

**Spanish**

**Dutch**

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user
C1	Proficient user	C1	Proficient user	C1	Proficient user	C1	Proficient user	B1	Independent user
B1	Independent user	B1	Independent user	B1	Independent user	B1	Independent user	B1	Independent user
A1	Basic user	A1	Basic user	A1	Basic user	A1	Basic user	A1	Basic user

(\*) Common European Framework of Reference for Languages

Technical skills and competences

Ms Gundersen is has extensive experience in analysing EU policy, hereunder environmental policy and regional policy. She has extensive experience in working with DG REGIO and EIB JASPERS and has for three years been key account manager for COWI's framework contracts with these two key clients and is currently key account manager for DG REGIO projects in the department. She has extensive knowledge about regional policy and the challenges of different regions in the Community.

Ms Gundersen has strong communication skills and has significant experience in managing complex stakeholder consultations, hereunder carrying out interviews, preparing questionnaires and organising workshops. She has moreover experience from planning and implementing capacity building workshops. She has experience in carrying out impact assessments, evaluations and more explorative studies. She has experience coordination of appraisals of major project applications – hereunder more than 30 projects covering transport and urban regeneration and in carrying out impact assessments, evaluations and more explorative studies. She has amongst other participated in the Evaluation of the Life programme, and the sustainable consumption and production/sustainable industry action plan and development of the European Road Safety Action Programme 2011-2020 and impact assessment for the legislative review of passenger ship safety for DG MOVE.

Ms Gundersen has experience within a wide range of institutional aspects of the European Union as well as profound knowledge several aspects of EU policy within i.a. environmental -, industrial - and social policy as well trade policy. Ms Gundersen has experience in carrying out impact assessments, and she is experienced in analysing Community law, EU policy making processes, and policy output.

Other skills and competences

**Conference Participation**

The team leading role – extended project management seminar, COWI, four days, October, 2010

Project management seminar, COWI, three days, May, 2010

Seals and society – how to manage resources and interactions in the Baltic Sea and North Atlantic, Vaasa, Finland, 16-18 October 2007

PREMIA Final Conference: Biofuels in the European Union - Moving Forward. Brussels, 2<sup>nd</sup>-3<sup>rd</sup> of May 2007.

REFUEL stakeholder workshop: Barriers and Solutions for EU Biofuels, Brussels, 6<sup>th</sup> of March, 2007.

EU Trade and Investment with China: Changes, Challenges and Choices  
Brussels, 7<sup>th</sup> of July 2006.

EU Trade Sustainability Impact Assessment Stocktaking Conference  
Brussels, 21<sup>st</sup>-22<sup>nd</sup> of March 2006.

**Publications**

n/a

## Europass Curriculum Vitae

### Personal information

First name(s) / Surname(s) **Julia Teysen**  
Address(es) COWI A/S, Parallelvej 2, DK-2800 Kongens Lyngby, Denmark  
Telephone(s) +45 45 97 11 18  
Fax(es) +45 45 97 22 12  
E-mail jtey@cowi.dk  
Nationality German  
Date of birth 12.03.1986  
Gender Female

### Work experience

Dates 1/2012 - present  
Occupation or position held Consultant  
Main activities and responsibilities  
Name and address of employer COWI A/S  
Type of business or sector Private Consultancy

Dates 6/2011-09/2011  
Occupation or position held Short Term Consultant  
Main activities and responsibilities Policy Support in the Middle East and North Africa Sustainability and Energy Unit  
Name and address of employer World Bank  
Type of business or sector International Organization

Dates 2/2011-5/2011  
Occupation or position held Mercator Fellow  
Main activities and responsibilities Economic Analysis on International Energy Policy and Energy Foreign Policy  
Name and address of employer German Federal Ministry of Economics and Technology  
Type of business or sector National Ministry

Dates 10/2010-1/2011  
Occupation or position held Mercator Fellow  
Main activities and responsibilities Economic consulting for the Energy Community Regulatory Board Section  
Name and address of employer Energy Community  
Type of business or sector International Organization

Dates 5/2009 - 6/2010  
 Occupation or position held Communication Coordinator  
 Main activities and responsibilities Coordination of communication activities and conferences in Sweden.  
 Name and address of employer AIESEC Sweden  
 Type of business or sector Non-profit Organization

## Education and training

Dates 2007-2010  
 Title of qualification awarded MSc in Economics  
 Principal subjects/occupational skills covered Microeconomics, Econometrics, Environmental Economics  
 Name and type of organisation providing education and training Lund University, Sweden  
 Level in national or international classification Master

Dates 2006-2007  
 Title of qualification awarded BSc in Business Studies and Economics (Focus: Economics)  
 Principal subjects/occupational skills covered Environmental Economics, Labour and Migration Economics, International Law  
 Name and type of organisation providing education and training Växjö University, Sweden  
 Level in national or international classification Bachelor

Dates 2004-2006  
 Principal subjects/occupational skills covered Economics, International Law, Environmental Science  
 Name and type of organisation providing education and training Karl-Franzens Universität Graz, Austria  
 Level in national or international classification Bachelor

## Personal skills and competences

Mother tongue(s) **German**

Other language(s)

Self-assessment

European level (\*)

**English**

**French**

**Swedish**

**Spanish**

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user
C1	Proficient user	C1	Proficient user	C1	Proficient user	C1	Proficient user	B1	Independent user
C1	Proficient user	C2	Proficient user	C1	Proficient user	C1	Proficient user	B1	Independent user
A2	Basic user	A2	Basic user	A1	Basic user	A1	Basic user	A1	Basic user

(\*) Common European Framework of Reference for Languages

Social skills and competences	<i>Strong communication skills with extensive international experience of working in cross-cultural teams.</i>
Organisational skills and competences	Good project management and self-management skills. Ability to prioritise tasks and steer projects with input from several contributors.
Technical skills and competences	In the past 2 years, Mrs Teyssen has worked on several transboundary policy projects in the field of renewable energy, oil exploration and sustainability. This work has included impact assessments, economic and regulatory analyses, policy advice work, analyses of policy changes to increase sustainability and mitigate climate impacts as well as commercial analyses in the electricity and oil & gas sector. Mrs Teyssen has a strong background in quantitative methods and has, among other things, conducted various regression analyses to uncover the economic and social effects from changes in regulatory regimes in the energy sector. She is currently engaged in an impact analysis of a passenger ship legislative review for the European Commission.
Computer skills and competences	Very high degree of computer literacy. Has worked extensively with Stata and is very familiar with Eviews and SPSS. Very experienced with Mac OSX, Windows, and the MS Office suite.
<b>Additional information</b>	<b>Selected references</b>
	<p><b>Economist. Impact assessment for passenger ship legislative review.</b> This impact assessment study assists DG MOVE in preparing legislative proposals in the field of passenger ship safety with a particular focus on Directive 2009/45/EC on safety rules and standards for passenger ships. The study analyses a variety of options ranging from soft measures to legislative initiatives that covers more passenger ships than what is covered today by EU legislation. The study focuses in particular on identifying possible particular issues related to small ships and on ships that are today not covered by EU legislation or international legislation. The latter group includes for example vessels that transport off shore workers, sailing ships and tenders on cruise ships. The study includes in depth case studies in six selected Member States: Greece, Italy, France, Sweden, UK and Denmark. European Commission, DG MOVE. 2011-ongoing.</p>
	<p><b>Economist. Environment and Climate Change strategy.</b> This project assists Maersk Drilling in the preparation of an integrated Environment and Climate Change strategy for its operations that aims at reducing the environmental and climate change impact of offshore drilling activities. The focus of this project lies on protecting the marine environment and mitigating emissions from offshore drilling activities. The project produces a catalogue of improvement opportunities and recommendations for further action steps in the form of a roadmap. Maersk Drilling, 2011-ongoing</p>
	<p><b>Economist. Study service for the evaluation of the European strategy on safety and health at work 2007-2012.</b> COWI is undertaking an evaluation of the European strategy on safety and health at work. The objective of the evaluation is to assess the relevance and effectiveness of the strategy and to provide recommendations for further improvement of the strategy. The evaluation is carried out in cooperation with partners Milieu (BE) and IOM (UK). The services rendered by COWI comprise overall management of the evaluation, data collection at national and EU level, mapping and analysing of country-specific information and of actions taken at EU level, horizontal analysis and elaboration of evaluation findings as well as drafting of evaluation reports. European Commission, DG EMPL, 2012-ongoing</p>



## Europass Curriculum Vitae

### PERSONAL INFORMATION

Name **OBLACEWICZ EWELINA**  
Address **ERNST & YOUNG - FAUBOURG DE L'ARCHE - 92036 PARIS-LA DEFENSE CEDEX**  
Telephone **+33 (0) 1 46 93 68 72**  
Fax **+33 (0) 1 58 47 42 47**  
E-mail [ewelina.oblacewicz@fr.ey.com](mailto:ewelina.oblacewicz@fr.ey.com)

Nationality Polish  
Date of birth 08,10,1983

### WORK EXPERIENCE

- Dates (from – to) September 2010 onwards
- Name and address of employer **Ernst & Young – Tour Ernst & Young – Faubourg de l'Arche - 92036 Paris La Défense Cedex France**
- Type of business or sector Consulting
- Occupation or position held Consultant
- Main activities and responsibilities Public policy evaluation:
  - At European level:
    - 2010: Interim evaluation of the EFF (2007-2013) contributing to the ex-ante evaluation of a possible Future Financial Instrument for Fisheries (2014-2020)
    - 2011: Evaluation of the Frontex operational office (FOO) (ongoing)
  - At French level:
    - 2011: Annual evaluation of the European Refugee Fund implementation in France (ongoing)
    - 2010: Mid-term evaluation of the ERDF Operational Programme implementation in the French region Alsace
    - 2010: Mid-term evaluation of the ERDF Operational Programme implementation in French Guiana
    - 2010: Mid-term evaluation of the ESF Operational Programme implementation in French Guiana
- Dates (from – to) March 2009 – July 2010
- Name and address of employer **Ministry of Economy, Industry and Employment – Development Cooperation Evaluation Unit – 132, rue de Bercy – 75012 Paris**
- Type of business or sector Development cooperation evaluation
- Occupation or position held Project officer



- Main activities and responsibilities
  - Coordination of the Evaluation of the France's contributions to the African Development Fund and to the African Development Bank
  - Elaboration of the joint evaluation monitoring matrix
- Dates (from – to) September 2008 – January 2009
- Name and address of employer **Permanent Representation of Poland to the OECD – 136, rue de Longchamp, 75116 Paris**
- Type of business or sector Public sector
- Occupation or position held Trainee
- Main activities and responsibilities
  - Attending the meetings of the OECD Development Assistance Committee (DAC)
  - Preparation of the reports for Polish diplomatic services
- Dates (from – to) March 2007 – July 2007
- Name and address of employer **United Nations development Programme – ul. Szpitalna 6/23, 00-031 Warsaw**
- Type of business or sector Public sector
- Occupation or position held Trainee
- Main activities and responsibilities
  - Assisting the preparation of the UNDP publication: "Gender Index"
  - Developing media supports for the documentary film festival "PlanetDocReview"
- Dates (from – to) September 2006 – October 2006
- Name and address of employer **Permanent Representation of Poland to the UE – Avenue de Tervueren, 282-284, 1150 Bruxelles**
- Type of business or sector Public sector
- Occupation or position held Trainee
- Main activities and responsibilities
  - Attending working groups meetings in the Council of the EU
  - Drafting reports for Polish diplomatic services

## EDUCATION AND TRAINING

- Dates (from – to) 2007 - 2009
- Name and type of organisation providing education and training **Institut d'Etudes Politiques de Paris (Sciences Po)**
- Principal subjects/occupational skills covered International Affairs, Development Cooperation
- Title of qualification awarded Master in International Affairs
- Level in national classification NA
- Dates (from – to) 2002 - 2007
- Name and type of organisation providing education and training **Warsaw School of Economics**
- Principal subjects/occupational skills covered International Affairs
- Title of qualification awarded Master in International Affairs

- Level in national classification  
(if appropriate)

NA

**PERSONAL SKILLS  
AND COMPETENCES**

*Acquired in the course of life and career  
but not necessarily covered by formal  
certificates and diplomas.*

**MOTHER TONGUE**

**POLISH**

**OTHER LANGUAGES**

- Reading skills
- Writing skills
- Verbal skills

**FRENCH**  
EXCELLENT  
EXCELLENT  
EXCELLENT

- Reading skills
- Writing skills
- Verbal skills

**ENGLISH**  
EXCELLENT  
EXCELLENT  
FLUENT

**TECHNICAL SKILLS  
AND COMPETENCES**

*With computers, specific kinds of  
equipment, machinery, etc.*

Knowledge of PC software programmes



## Europass Curriculum Vitae

# COWI

### Personal information

First name(s) / Surname(s) **Martin Aage Welzel**

Address(es) Parallelvej 2, DK-2800 Kongens Lyngby, Denmark

Telephone(s) (+45) 45 97 22 11

Direct (+45) 45 97 28 20

Fax(es) (+45) 45 97 22 12

E-mail mawl@cowi.com

Nationality Danish

Date of birth April 6 1980

Gender Male

### Desired employment / Occupational field **Consultant**

### Work experience

Dates February 2011 -

Occupation or position held Consultant

Main activities and responsibilities Evaluation and analysis

Name and address of employer COWI A/S

Type of business or sector

Dates September 2009 - January 2010

Occupation or position held Advisor

Main activities and responsibilities Representing Denmark in the UN General Assembly negotiations on sustainable development

Name and address of employer Permanent Mission of Denmark to the United Nations

Type of business or sector Government

Dates May 2009 - August 2009

Occupation or position held Analyst

Main activities and responsibilities Evaluation and organizational analyses of UN entities and cooperation

Name and address of employer International Peace Institute

Type of business or sector Independent Research Institute

Dates March 2009 - April 2009

Occupation or position held Consultant

Main activities and responsibilities Review of cooperation procedures and processed in the UN Security Council

Name and address of employer Security Council Report

Type of business or sector Independent Research Institute

Dates October 2006 - March 2007

Occupation or position held Student Assistant

Main activities and responsibilities Data collection, research and drafting of the Danish "Africa Strategy 2007-10"

Name and address of employer Danish Ministry of Foreign Affairs

Type of business or sector Government  
 Dates February 2006 - July 2006  
 Occupation or position held Desk Officer  
 Main activities and responsibilities Market analyses and export counseling  
 Name and address of employer Embassy of Denmark, Beirut, Lebanon

Dates July 2005 - February 2006  
 Occupation or position held Intern  
 Main activities and responsibilities Market analyses and export counseling  
 Name and address of employer Embassy of Denmark, Damascus, Syria

Dates August 2000 - August 2003  
 Occupation or position held Platoon Commander  
 Main activities and responsibilities Personnel management, planning and execution of military operations, liaison to civil society  
 Name and address of employer Royal Danish Army / KFOR (NATO)

**Education and training**

Dates April 2009  
 Title of qualification awarded M.Sc. in Political Science  
 Principal subjects/occupational skills covered Political Science  
 Name and type of organisation providing education and training University of Aarhus

**Personal skills and competences**

Mother tongue(s) Danish

Other language(s)

Self-assessment

European level (\*)

**English**

**German**

**French**

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user
B2	Independent user	B2	Independent user	B1	Independent user	B1	Independent user	B1	Independent user
A2	Basic user	A2	Basic user	A2	Basic user	A2	Basic user	A2	Basic user

(\*) Common European Framework of Reference for Languages

Social skills and competences

Mr Welzel possesses fine inter-personal skills and has an outstanding flair for building professional networks in a multi-cultural environment and across professional fields acquired through his various positions held in Europe, the Middle East and the United States.

Organisational skills and competences

Mr Welzel is a consultant with excellent analytical skills and a deep knowledge of international institutions and issues. He has gained an all-round academic and professional experience with analytical work as analyst and consultant for international research institutes and think tanks.

Technical skills and competences

Mr Welzel's primary merits in an analytical process include his structured and problem-oriented methodological approach, his proficiency in analyzing complex material with great attention to detail as well as his ability to think 'out-of-the-box' and identify creative solutions and recommendations with focus on value creation for customers.

Mr Welzel is conversant with various methods of evaluation, comparative analysis, policy

assessments and qualitative analysis, and has covered a broad range of subjects, including: sustainable development, climate and energy, international security, terrorism, youth unemployment, migration, business cluster development, networks and innovation.

Computer skills and competences

Replace this text by a description of these competences and indicate where they were acquired.  
(Remove if not relevant, see instructions)

**Additional information**

**Selected assignments**

**Evaluation of food cluster development in South Denmark.** COWI conducts an ongoing evaluation of the development of a new business cluster within the food sector in the region of South Denmark. Mr Welzel has in this regard developed the evaluation design and is regularly assisting the project management with input and feedback on the organisation and development of the cluster. Client: Vaeksthus Southern Denmark, 2011-.

**Annual Reports on Migration and International Protection Statistics.** The objective was to provide the Commission and national authorities with a presentation and analysis of the situation and developments regarding migration and international protection in the EU Member States based on quantitative data. The report is based on national data provided by the National Contact Points of the European Migration Network. Mr. Welzel has contributed with analysis and report writing. Project Partner: GHK. Client: DG Home Affairs, 2011-.

**Evaluation of regional development projects in North Denmark.** As consultant in COWI, Mr Welzel is part of a project team that conducts evaluations of 25 regional development projects in North Jutland partly funded by the European Regional Development Fund and the European Social Fund. The content of the projects varies from business innovation and establishment of business clusters & networks to competency development and implementation of new methods in the educational sector. Mr Welzel's contribution to the project includes document analysis, qualitative interviews, process analysis and completing evaluation reports. Client: North Denmark Region, 2011.

**Analysis and assessment of UN draft resolutions.** During the United Nations General Assembly 64th session, Mr Welzel was engaged as adviser to the Permanent Representative of Denmark to the UN in New York in relation to the negotiations in the UN's 2nd Committee, which deals with issues relating to economic growth and development. His work included analyzing and assessing the wording of a large number of draft resolutions especially pertaining to sustainable development and identifying incongruences with Danish policy. Client: Danish Ministry of Foreign Affairs, 2009-10.

**Review of the UN Security Council's work on peacekeeping.** In contribution to the Security Council's review of the future of UN peacekeeping operations (PKO) in 2009 *the Security Council Report* conducted an analysis of the working procedures of the Security Council in relation to peacekeeping, which addressed issues such as the quality of PKO mandates, cooperation with troop contributing countries and other stakeholders, best practices and lessons learned from past PKO's. Mr Welzel was engaged as consultant for this review and assigned to examine the trends in UN peacekeeping over the last decades as well as to offer new perspectives on issues central to the analysis. Client: UN Security Council, 2009.

**Policy evaluation and statistical analysis in relation to Denmark's Strategy for Africa 2007-2011.** In preparation of a new Danish strategy for Sub-Saharan Africa, the Danish Ministry of Foreign Affairs established a taskforce to analyze and evaluate Danish development priorities in Africa in close cooperation with a number of international experts. As a member of this taskforce, Mr Welzel was responsible for quality assurance of the data collection as well as delivering statistical analyses. Mr Welzel was also involved in the drafting of sections on migration, youth unemployment and growth opportunities, including the formulation of policy recommendations. Client: Danish MFA, 2006-07.

**Assessment of market potential for Danish export business in Syria, Lebanon and Jordan.** In order to promote export of Danish goods and services, the Danish Trade Council conducts assessments of local business environments and markets worldwide. Mr Welzel was tasked with analyzing and assessing a range of diverse business sectors in Syria, Lebanon and Jordan such as the food industry, agriculture, fishery, healthcare, medico, biotech, environmental services and energy. Through extensive research and interviews with relevant local authorities and business representatives from each sector Mr Welzel identified market indicators, trade barriers, market trends and provided markets assessments which fed into the consulting services provided by Danish Trade Council to Danish export companies. Client: Danish Trade Council, 2005.

#### **Other assignments**

Mr Welzel is an officer of the reserve in the Royal Danish Army. He has commanded a reconnaissance platoon in the Danish International Brigade and has served with the Danish Battalion in the peacekeeping mission in Kosovo (KFOR), 2001-02. In Kosovo his responsibilities were divided between day to day management of a platoon and civil-military cooperation activities. After his end of mission, Mr Welzel has taught Danish and Baltic soldiers in civil protection and rules of engagement in the Army's Training and Mission Preparation Program.

In preparation to the UN Climate Change Conference (COP15) in Copenhagen, Mr Welzel responsible for the Danish public diplomacy activities at the UN headquarter in New York. His tasks included speechwriting for the Danish UN ambassador and liaison to other countries' UN missions in order to convey the policy initiatives of the Danish presidency

During the 2006 war in Lebanon, Mr Welzel was recruited to the Danish MFA's evacuation taskforce as liaison officer. His primary responsibility was to coordinate the evacuation efforts with other Western embassies in Beirut. Other tasks included liaison with Danish media, planning of aid to distressed Danish citizens in Lebanon and reporting to the Danish MFA.

In 2008 Mr Welzel participated in the planning and execution of the UN Senior Mission Leaders Course, a United Nations training course for military, police and political leaders who might be appointed to serve in international peace operations on the African continent. The course was hosted by the government of Botswana and sponsored by the Danish MFA.



## Europass Curriculum Vitae

### Personal information

First name(s)/Surname(s) **Christina van Breugel**  
Address(es) Øverødvej 41b, 2840 Holte, Denmark.  
Telephone(s) +45 45 50 59 54  
Mobil(es) +45 31 25 45 50  
E-mail Christina@vanbreugel.dk  
Nationality Danish  
Date of birth 19 April 1972  
Gender Female

### Work experience

Dates 2008 -  
Occupation or position held Economist  
Main activities and responsibilities Project manager of project in the field of environmental economics. The clients are the European commission and the Ministry of Environment in Denmark.  
Name and address of employer COWI A/S  
Denmark  
Type of business or sector Consulting company  
Dates 2004-2008  
Occupation or position held Head of section  
Main activities and responsibilities Secure a consistent use of economic analyses in the Ministry from a theoretical perspective and to provide input and support when analyses are carried out.  
Name and address of employer Ministry of Environment, Department of Environmental Economics  
Denmark  
Type of business or sector Public authority  
Dates 2001-2004  
Occupation or position held Head of section  
Main activities and responsibilities Carry out impact assessments of new legislation or changes in existing legislation  
Name and address of employer Ministry of Environment, Department of Contaminated Soil And Waste  
Denmark  
Type of business or sector Public authority  
Dates 1995-1999  
Occupation or position held Interviewer  
Main activities and responsibilities Carry out interviews and analyse results  
Name and address of employer Greens, Denmark

## Education and training

Dates	2000
Title of qualification awarded	MSc. Economics
Principal subjects/occupational skills covered	Environmental and Resource Economics
Name and type of organisation providing education and training	University of Copenhagen
Dates	1997-2000
Title of qualification awarded	BA, Economics
Principal subjects/occupational skills covered	Economy
Name and type of organisation providing education and training	University of Copenhagen
Dates	1993-1997
Title of qualification awarded	NT2 economics
Principal subjects/occupational skills covered	Economy
Name and type of organisation providing education and training	University of Copenhagen
Dates	1992-1993
Title of qualification awarded	NT2
Principal subjects/occupational skills covered	Dutch language course
Name and type of organisation providing education and training	Erasmus University (Rotterdam)

## Personal skills and competences

Mother tongue(s) **Danish**

Other language(s)

Self-assessment

European level (\*)

**English**

**German**

**Dutch**

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user	C1	Proficient user
B2	Independent user	B2	Independent user	B2	Independent user	B2	Independent user	B1	Independent user
C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user	B1	Independent user

(\*) Common European Framework of Reference for Languages



Social skills and competences	One year of study and work in Holland.
Organisational skills and competences	Christina is an experienced project manager and has managed a number of projects both in the Danish Ministry of Environment and in COWI.
Technical skills	<p>Christina van Breugel has an advanced degree in environmental economics. Through her professional career in the Danish Ministry of Environment and COWI, Christina has obtained a solid understanding of the application of environmental economics as part of preparing and implementing environmental legislation. Christina has worked with formulating a national strategy on climate adaption, where the main challenge was to combine the technical and economic considerations. Christian also has worked with the implementation of the Environmental Liability Directive in Danish legislation, where the main challenge was how to handle natural resources in case of an accident or any damage caused to the environment. Further, in the Ministry of Environment, Christina worked in the department of waste and soil. During her employment, she addressed various problems regarding the treatment, administration and management of resources.</p> <p>As a member of the Danish EPA's environmental economics team, Christina provided input and advice on numerous environmental issues, undertaking stakeholder consultations and defining new legislative objectives. She has also participated in working groups on key methodological issues, for example on benefit measurements and the use of benefit transfer in cost-benefit analysis.</p> <p>In COWI, Christina has been involved in a large number of projects, all relating to environmental policies. Assignments have mainly been concentrated in the fields of water, marine water, biodiversity, resource efficiency, sustainability, soil and eco-innovation.</p> <p>Many projects have been related to the challenges of water management and the implementation of the marine strategy framework directive and the water framework directive. Many of the projects have included researchers on the teams, and Christina is very familiar working with researchers and experts in various fields.</p> <p>Further, for the last two years Christina has provided support to COWI's R&amp;D director on development of strategies for multidisciplinary market opportunities, introduction of innovation-generating systems, formulation of corporate strategies etc.</p>
Computer skills and competences	<p>Microsoft Office user (including Access)</p> <p>SAS, "Applied statics with SAS" (estimated 250 hours work).</p> <p>Responsible for gathering data (to a national database in Access) on contaminated soil and making quality control of the data.</p>
Driving licence	Yes
<b>Additional information</b> Selected assignments	<p><b>Economist. Input to the legislative process of implementing a climate adaption strategy in Denmark.</b> The purpose of the project is to provide the Ministry with calculations of the economic consequences of different scenarios. Client: Danish NPA, 2012-ongoing.</p> <p><b>Project manager. Input to the Danish initial assessment of the Marine strategy framework directive.</b> This is the first economic assessment of the value of marine waters. The methods used are DPSIR and TEV. Together with the biological assessment, the outcome of this project will form the basis for the Danish initial assessment. Client: Danish NPA, 2011-ongoing.</p>

**Project manager. Environmental policies and environmental technologies.** The project comprises three elements. Firstly, a literature review of empirical knowledge about the relationship between environmental policy design and innovation of environmental technologies. The second part is an analysis of OECD patent data to establish the link between environmental policy and innovation in selected areas. Finally, the project provides recommendations for the best design of environmental policies in order to promote innovation. Client: Danish EPA, 2011-ongoing.

**Project manager. The role of market-based instruments (MBI) in achieving a resource efficient economy.** The project was divided into four main tasks where the first two defined a typology of MBIs and mapped the MBIs used. Then, a number of MBIs were selected and case studies were undertaken to identify the applicability and effectiveness of MBIs. Finally, the effects of the MBIs were tested by the use of a macroeconomic model. Client: EC, DG Environment, 2010-2011.

**Economist. Mid-term Evaluation of the Sustainable Consumption and Production and Sustainable Industrial Policy Action Plan.** The project made a fitness check of the action plan with special focus on resource efficiency. Client: EC, DG ENV, 2011.

**Project manager. Ex-post evaluation of cohesion policy interventions 2000-2006 financed by the Cohesion Fund (including ISPA) - Work Package C: Cost benefit analysis of environment projects.** The study delivered actual cost benefit analysis (CBA) results for 10 selected environment projects in the water and solid waste sectors. These results were used for evaluating the impacts of the respective projects, and as lessons for the design and selection process of similar projects in the next programming period of cohesion policy. Client: EC, DG Regio, 2010-2011.

**Project manager. Economic Analysis of Resource Efficiency Policies.** The study investigated the costs and benefits for private enterprises arising from the use of material efficiency policies. The purpose of the study was to compile a showcase to businesses demonstrating the potential economic advantages likely to follow from implementing material-efficient policies. 120 material efficiency policies from 21 countries were identified. In-depth analysis of the economic impacts of nine showcase policies were conducted, and the potential economic impacts of applying similar policies in EU member states were assessed. Client: EC, DG Environment, 2009-2011.

**Economist Businesses' risks related to biodiversity and ecosystem services.** The study investigated how businesses take into account their risks related to biodiversity and ecosystem services. The study analysed risks to businesses as a consequence of ecosystem degradation and loss of biodiversity as well as the risks to ecosystems and biodiversity entailed by the production, operation and disposal of products. The study included 15 in-depth case studies of businesses in eight different industrial sectors. Client: EC, DG Environment, 2009-2010.

**Economist Scoping study on understanding the requirements for economic assessment in the Marine Strategy Framework Directive.** The study scoped the economic requirements of the Marine Strategy Framework Directive (MSFD) and identified the role that economic analysis can play. The first task was to read the Directive and identify the articles with specific requirements for carrying out economic analysis. For each of these identified requirements, the economic concepts that are possible interpretations of the economic analysis needed were identified. For each economic concept, there might be several options for analytical approaches to and methodologies for undertaking the analysis. These were also described, and the advantages and disadvantages of each option were discussed. The result was an overview of the economic requirements in the Directive and a thorough discussion of each of them. The results informed

discussions about the MSFD Common Implementation Strategy (CIS) between the Commission and the Member States on issues relating to the implementation of the MSFD. Client: European Commission DG Environment. 2009-2010.

**Economist. Defining Water Framework Directive and Pre-Water Framework Directive measures.** The project was a follow-up to the recommendation in a 2007 cost-benefit study of the WFD, where the difficulty of separating pre-WFD and WFD measures was identified as a constraint on monitoring the costs of the WFD. In doing so, the study provided DG ENV with an analysis of how to differentiate between pre-Water Framework Directive measures (pre-WFD regulation) and Water Framework Directive measures (WFD regulation). Essentially, the study included a thorough discussion of all issues in defining which measures are pre-WFD measures and which are WFD by covering the legal, economic and environmental issues. Though the study aimed to develop an approach to distinguishing between pre-WFD and WFD measures, discussion of the difficulties and implications of the alternative approaches was included as well. Client: The European Commission/DG ENV. 2009-2010.

**Economist. Ship Recycling Convention Impact Assessment.** The study provided DG Environment with data that could be used as input for an Impact assessment of the Ship Recycling Convention Client: EC, DG Environment, 2009.

**Project manager. Economic consequences of implementing the Marine Strategy Directive.** The project determined the consequences for Denmark of the implementation of the directive. Further, the consequences should be estimated and put into monetary values. The outcome of the project was used in the national political negotiations to define the level of ambition in the implementation. Client Danish Agency for Spatial and Environmental Planning. 2009 - 2010.

**Economist. Technical-economic impact assessment of environmental quality requirements to lead, nickel and zinc.** The project analysed the technical and economic impacts of a nationally proposed environmental quality requirements to lead, nickel and zinc in surface water. As to nickel and lead, it is a matter of updating a previous impact assessment based on less strict environmental quality requirements, which forms part of the EU Commission proposal for a directive on environmental quality requirements to priority substances. The project formed part of a mandate in further EU negotiations on stricter requirements to nickel and lead. Client: Danish Environmental Protection Agency. 2008.

**Economist. Handbook on economic assessment of water related impacts.** The handbook provided a supplement to the EU Impact Assessment Guidelines, with specific focus on water issues. The various data sources were collected and analysed and methodological as well as practical issues regarding environmental, economic and societal assessments were presented in a user-friendly way with target groups being practical users at EU, national as well as local levels. Client: The EU Commission. 2008-2010.

**Economist. The evaluation of Environmental Technologies Action Plan.** The objective of the study was to make an evaluation of the implementation of the Environmental Technologies Action Plan (ETAP). The study focused on national and EU efforts made to support the development, commercialisation and market uptake of eco-innovations. EU DG Environment, 2008.

**Economist. Scoping study on cost-effectiveness of EU environmental policy.** The main objective of the study was to assess whether EU environmental policies differ in terms of cost-effectiveness across Member States focusing on the effect of policy choice. EU DG Environment, 2008 (ongoing).

**Economist. Gathering information on new environmental policies in the EU.** The study reported on major public debates and new policy initiatives targeting or having an impact on

environment. Country studies for 27 EU member states were elaborated. The studies covered the priority areas of the 6th Environment Action Programme: Climate change, nature and biodiversity, environment and health, natural resources and waste. The study provided input to the EC Communication "Environment Policy Review". Client: European Commission, DG Environment, 2008.

*Consultant. **Age and Environment.** The study described the environmental impacts of an ageing European population. Changes in the demographic composition of the European populations and behavioural changes of elderly cohorts may lead to increased environmental pressures. EU DG Environment, 2008.*

For the Ministry of Environment:

**Economist. Climate adaptation plan.** The purpose of the project was to gather descriptions of all the impacts that could be expected on the basis of scenarios from DMI (Danish Meteorological Institute) and IPPC. Some of the impacts were singled out and subjected to a more profound analysis, which in addition included economic valuations of the cost of no action and analysis of timing of issues.

**Economist. Environmental Technology Action Plan.** The purpose of the project was to make a national Action Plan for Denmark. The project included both the process in relation to internal and external coordination as well as the analysis of the contents of the proposed action plan. To this end, a number of analyses were made, of which some were concerned with identifying the national strengths and others with making monetary valuations. The final product was a rather ambitious plan with nine focus areas.

**Economist. Transposition of the Environmental Liability Directive into Danish legislation.** The purpose of the project was to secure the right implementation of the directive into Danish legislation. The economic challenge was to devise a method by which the valuation of environmental damage could be made without making repeated and expensive valuation studies. The problem was solved with an expanded use of the equivalence method.

**Economist. Cost-benefit analysis of Åmosen (a natural resort).** The project included a cost benefit analysis. The area was originally wetland, but it had been drained and is now used for agriculture and hunting. All impacts of restoring the area to its former status were described and the related costs and the benefits were estimated. The analysis found that the benefits of the wetland restoration significantly outweighed the costs of the restoration project itself.

**Economist in the Department for Contaminated soil and waste.** The work covered all issues related to contaminated soil and waste. Christina's responsibilities were mainly estimation of the consequences of new legislation or amendments to existing legislation, input to the state budget, securing of data on contaminated soil, evaluation of existing policies, plan communication to the press and initiation of new development projects.



## Europass Curriculum Vitae

### Personal information

Surname(s) / First name(s) **JENSEN Martin Rune**

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Fax(es) **+32 (0) 2 511 3881**

E-mail **MRJE@cowi.com**

Nationality **Danish**

Date of birth **21-07-1972**

Gender **Male**

### Work experience

**Dates** **Since 2002**

**Main activities and responsibilities** **Senior Project Manager** in the Brussels office of COWI A/S working on issues in the field of economic and policy assessment and evaluations of EU projects, policies and programmes as well as management of EU Framework Contracts under DG MOVE and DG SANCO. Mr Jensen has extensive experience in carrying out EU impact assessments and evaluations of EU projects, policy and programmes and Cost Benefit Assessments of EU agencies as well as extensive project management experience.

**Name of employer** **COWI Belgium, Avenue de Tervuren 13B**

**Type of business** **Consultancy - See below for details of assignments.**

**Dates** **April 2012 – April 2014**

**Position** **Project Manager/Deputy Project Leader** of the Framework contract

**Main activities and responsibilities** **DG MARE - Framework contract for evaluation and impact assessment activities - Lot 1 Maritime policy (MARE/2011/01).** The framework contract operates in the form of a number of individual assignments. These assignments will support the implementation of DG MARE evaluation programme and support to prepare new legislation, policies, programmes and other activities. COWI Belgium is the lead partner of the consortium and responsible for the day to day management of the contract.

**Name of Client** **European Commission, DG MARE**

**Dates** **January 2012 – August 2012**

**Position** **Deputy team leader, agency evaluation and CBA**

**Main activities and responsibilities** **Midterm evaluation of the trans-European transport network executive agency (TEN-T EA).** The purpose of the evaluation is to evaluate the functioning of the Executive Agency in order to conclude whether it continues to be the more cost effective solution for the management of the EU's support to the TEN-T network.

**Name of Client** **European Commission, DG MOVE**

**Dates** **October 2011 – April 2012**

**Position** **Evaluation Expert**

**Main activities and responsibilities** **Ex-post Evaluation of Framework Loan Operations.** The evaluation is a standard EIB evaluation with the specific objective to carry out in-depth evaluations of the seven groups of sub-projects to assess the quality (i.e. performance), effectiveness and relevance of the EIB operations as well as the strategies, policies and procedures related to them. The evaluation will help to identify the net impact of EIB loans on the sub-projects, the quality and contribution of the ex-ante evaluations and the projects follow-up.

**Name of Client** European Investment Bank

**Dates** September 2010 – February 2011

**Position** Quality Assurance Manager/Evaluation Expert

**Main activities and responsibilities** **Ex-post evaluation of projects co-funded under the Public Health Programme and the EU Health Programme.** The project evaluations will contribute with insight into the workings and sustainability of project collaborations and how the project management has contributed to secure that the collaborations have led to quality of the deliverables that are disseminated proficiently.

**Name of Client** European Commission, DG SANCO/EAHC

**Dates** March 2010 – July 2010

**Position** Senior Evaluation Expert

**Main activities and responsibilities** **Mid-term evaluation of the SESAR Joint Undertaking.** Mr Jensen is Responsible for evaluation methodology, analysis of organisational and procedural aspects related to relevance, efficiency and sustainability. The overall purpose of the evaluation is to provide the European Commission an independent assessment of the SESAR Joint Undertaking working methods and results as well as to assess the compliance of the Joint Undertaking with the principles of sound financial management. The study will be presented in the European Parliament and the Council.

**Name of Client** European Commission, Directorate General for Mobility and Transport

**Dates** July 2009 - July 2013

**Position** Project Manager

**Main activities and responsibilities** The COWI Consortium (including COWI, EPOS, Milieu, AFC, OPML, GWS) has been awarded the **DG SANCO evaluation framework contract Lot 1 Public Health**. It is a multiple framework contract with reopened competition to provide evaluations, impact assessments and related studies. Mr Jensen is project manager responsible for the day to day management of the consortium.

**Name of Client** European Commission, DG SANCO

**Dates** 2009 - 2010

**Position** Deputy Team Leader - Evaluation Expert

**Main activities and responsibilities** **Ex-post evaluation of the public health program 2003-2008 (Task 1) and 1st interim evaluation of the EU public health executive agency PHEA (Task 2).** Task 1: The purpose of evaluating the PHP 2003-2008 is to undertake a final assessment of the effectiveness, efficiency and utility of the programme, as well as of the impact that projects and actions financed under the programme have had on conditions of public health both at Member State level and in the EU as a whole. Task 2 the role of the public health executive agency evaluation is to verify that the decision to establish an executive agency relative to other possibilities is sensible and provides added value. Such verification, including possible recommendations for changes.

This evaluation aims to contribute to the formulation of recommendations on improving; the PHP (Task 1) as well as the operation of the Executive Agency (Task 2).

**Name of Client** European Commission, DG SANCO

**Dates** 2008-2009

**Position** Consultant/Evaluation Expert

**Main activities and responsibilities** **Assessment of the Impact of the 6th Framework Programme on new Member States.** The aim of this ex post evaluation is to assess the impacts of FP6 on the new Member States by analysis the participation of new Member States in FP6 and its thematic programmes as well as carrying out a number of country case studies. Furthermore Commission official and representative of international institutions will be interviewed.

**Name of Client** Client: European Commission, DG Research

**Dates** 2008-2009

**Position** Consultant/Evaluation Expert  
**Main activities and responsibilities** **Interim Evaluation of EACEA Executive Agency** - The Education, Audiovisual and Culture Executive Agency (EACEA) became operational in 2006 taking over tasks from the former TAO's and also some tasks from the Commission. Originally EACEA was set up to manage the former cycle of programmes for the period 2000 – 2006: Socrates, Leonardo da Vinci, e-learning, Education and training (other strands), Culture 2000, Media, Active European Citizenship and Youth. This Evaluation of EACEA focuses on four tasks: 1; a synthetic description of what has happened since the Agency was established, 2; a retrospective Cost-Benefit Analysis (CBA), comparing the Executive Agency and to the "all-Commission" option, 3; to calculate the detailed breakdown of the costs of a possible close-down of the agency, 4; conclusions and provide judgments and recommendations on relevance, effectiveness and efficiency based on evaluation questions.  
**Name of Client** Client: European Commission, DG EAC

**Dates** 2008  
**Position** Consultant / Evaluation Expert  
**Main activities and responsibilities** **Study on the State of Implementation of Activity Based Management in the European Commission** This study builds upon an approved European Parliament (EP) resolution on the budget 2008 requesting for a study on the state of implementation of Activity Based Management (ABM) in the Commission by 30 April 2008. The aim of the study is to assess the state of implementation of ABM in the Commission taking into account the latest developments) and identify realistic options for possible improvement that are consistent with the objective of administrative simplification; To analyse how the implementation can move further towards results-orientated management and budgeting.  
**Name of Client** Client: European Commission, DG Budget

**Dates** 2008  
**Position** Consultant/Evaluation expert  
**Main activities and responsibilities** **External evaluation of Evaluation of the European Agency for the management of Operational Cooperation at the external borders of the Member States of the European Union - FRONTEX.** The study evaluates the working practices, effectiveness and the impact of the agency with respect to (i) its fields of activities and (ii) its structures created within the legal framework in place, i.e. the Management Board, the Executive Director and the organisational structure of the agency.  
**Name of Client** EU Agency - FRONTEX

**Dates** 2007 -  
**Position** Project manager  
**Main activities and responsibilities** The DG TREN evaluation FWC Energy- responsible for contract management, preparing proposals and ongoing administration of the COWI Consortium for the DG TREN Impact assessment, ex ante and ex-post Evaluation Framework Contract in the field of energy.  
**Name of Client** Client: European Commission, DG Transport and Energy

**Dates** 2007-2008  
**Position** Consultant / Evaluation Expert  
**Main activities and responsibilities** **Study on the EU Budget Review and the Environment.** DG ENV has called for a study to assess the pros and cons of different options to make sure that the EU budget reflects environmental priorities, and offer maximum added value to the EU. The assessment includes both income and expenditure and both mainstreaming of the environment into other policy areas as well as more environmentally oriented actions.  
**Name of Client** Client: European Commission, DG Environment

**Dates** 2007-2008  
**Position** Consultant / Evaluation Expert  
**Main activities and responsibilities** **Mid term Evaluation of the European Maritime Safety Agency.** The purpose of the evaluation study is to examine the impact of the implementation of Regulation 1406/2002/EC, which established the European Maritime Safety Agency (EMSA). This implies an assessment of effectiveness of the system created with the Regulation, and notably the effectiveness of EMSA in fulfilling its objectives and tasks.  
**Name of Client** Client: EMSA - European Maritime Safety Agency



**Dates** 2007  
**Position** Consultant / Evaluation Expert  
**Main activities and responsibilities** **Cost-Benefit Assessment of the TENEA (Executive Agency).** Updating the previous CBA taking into account the actual establishment of the agency in 2007. Assessing the budgetary and employment impact of creating an Executive Agency  
**Name of Client** Client: European Commission, DG Transport and Energy

**Dates** 2007  
**Position** Consultant / Evaluation Expert  
**Main activities and responsibilities** **Mid-term evaluation of the decommissioning assistance to Lithuania and Slovakia provided under the protocols to the Treaty of Accession.** The evaluation concerns the financial assistance committed by the European Commission to the decommissioning assistance programme for nuclear power plants in Lithuania and Slovakia. It is the overall objective to verify that the assistance is based on a coherent strategy and to document the overall results of the assistance programme. In doing so it will evaluate the set-up and organisation of the assistance programme(s), the objectives, delivery mechanisms and its overall progress.  
**Name of Client** Client: European Commission, DG Transport and Energy

**Dates** 2007  
**Position** Consultant / Evaluation Expert  
**Main activities and responsibilities** **Ex-post evaluation of transport RTD projects funded under the 5th FP (contracts 1999 - 2002) by DG TREN.** The evaluation covers 147 projects funded under so-called Key Action 2: "Sustainable Mobility and Intermodality" of the GROWTH programme of the Fifth Framework program. The evaluation aimed to document the main results and the relevance of the projects against the EU policies of sustainable mobility (Common Transport Policy) and the EU research policy. Client: EU, DG-TREN. 2007  
**Name of Client** Client: European Commission, DG Transport and Energy

**Dates** 2007-  
**Position** Project Coordinator  
**Main activities and responsibilities** Management and administration of the COWI Consortium short listed on the DG Budget evaluation framework contract Lot 3: Mid term and ex post evaluations.  
**Name of Client** Client: DG BUDGET

**Dates** 2006  
**Position** Consultant / Evaluation Expert  
**Main activities and responsibilities** **Impact Assessment on employment in EU 25 of the opening of electricity and gas markets and of key EU directives in the field of energy - VT/2005/33.**  
**Name of Client** Client: European Commission DG Employment.

**Dates** 2006  
**Position** Consultant / Evaluation Expert  
**Main activities and responsibilities** **Mid-Term Evaluation of the Galileo project for the period 2002-2004.** Within the context established through the relevant decisions made by the European Council and the EU Commission in recent years, the objective of this mid-term evaluation is to assess the implementation of the development and validation phase of Galileo during the period 2002-2004. For that purpose, 10 specific evaluation questions have been formulated so that the evaluation themes of effectiveness, efficiency, impact, and sustainability are covered.  
**Name of Client** Client: European Commission, DG Transport and Energy

**Dates** 2005-2006  
**Position** Consultant / Evaluation Expert  
**Main activities and responsibilities** **Ex Post Evaluation of completed actions funded through the EU "Sustainable Mobility Programme".** The objective of the evaluation is to evaluate how well the funded projects have contributed towards the achievement of the overall objective of the Sustainable Mobility Programme. Client: European Commission, DG Transport and Energy.



Name of Client European Commission, DG Transport and Energy

**Dates** 2005-2006

Position Consultant / Evaluation Expert

Main activities and responsibilities **Assessment and study on the application of the Driver Attestation**, responsible for case study on the Netherlands.

Name of Client European Commission, DG Transport and Energy

**Dates** 2005

Position Consultant

Main activities and responsibilities **Preparation of country profiles on road safety** - Updating and data collection for country profiles on road safety covering Belgium, Italy, Luxembourg, France and the Netherlands.

Name of Client Client: European Commission, DG Transport and Energy

**Dates** 2004- 2005

Position Consultant

Main activities and responsibilities **Cost-Benefit Assessment of the Externalisation of the Management of Community Financial Support to the TEN-T Networks**. Assessing the budgetary and employment impact of creating an Executive Agency.

Name of Client Client: European Commission, DG Transport and Energy

**Dates** 2002 - 2004

Position Consultant

Main activities and responsibilities **"Evaluation of Approaches to Integrating Sustainability into Community Policies"** a study carried out by COWI. Main activity was involvement in the inter-institutional analyses of the Commission in the field of energy, environment and agricultural policies within the European Commission.

Name of Client Client: European Commission DG Secretariat General

**Dates** 2005-2007

Position Consultant

Main activities and responsibilities Coordination of Project Management Unit. Management and administration of Consortium under the European External Aid (EuropeAid) Framework Contract Lot 4: Energy and Nuclear Safety. Coordination of assignments providing EU aid and assistance to countries outside the European Union.

Coordination of Project Management Unit. Management and administration of COWI Consortium under the European External Aid (EuropeAid) Framework Contract Lot 6: Environment. Coordination of assignments providing EU aid and assistance to countries outside the European Union.

Name of Client Client: EuropeAid

**Dates** 2003 - 2007

Position Coordination of Project Management Unit

Main activities and responsibilities Member of the Project Management Unit responsible for contract management, preparing proposals and ongoing administration of the COWI Consortium for the DG Transport and Energy Ex-Post Evaluation Framework Contract. The consortium consists of ECOTEC, ECORYS, TREDEMCO and TRACTABEL with COWI as lead partner.

Name of Client DG Transport and Energy

**Dates** 2002-2005

Position Coordination of Project Management Unit.

Main activities and responsibilities Member of the Project Management Unit responsible for contract management, preparing proposals and ongoing administration of the COWI Consortiums under the EuropeAid Framework Contract AMS/451, Lot 2 on Transport and Environmental Infrastructure.

Name of Client Client: EuropeAid

**Dates** 2003 - 2006

Position Member of Project Management Unit.

Main activities and responsibilities Member of the Project Management Unit responsible for contract management, preparing proposals and ongoing administration of the COWI Consortiums under the EuropeAid Framework Contract 116548/C/SV - Lot 2 Evaluation of Call for Proposals.

Name of Client EuropeAid

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**Dates** 2001-2002

Position Economic Affairs Manager

Main activities and responsibilities Trade Association, main area of responsibility: Economic and monetary development, trade procedures, export refunds/credits and EU trade agreements, Common Agriculture Policy, Midterm Review of CAP, Biomass energy -EU Ethanol Policy and monitoring of the development in the Market. Tasks included monitoring and report writing on economic affairs and food and agricultural policy, preparation of position papers, ongoing liaison with the European Commission, DG Agriculture and DG Enterprise and the members of AAC.

Name and address of employer AAC, Association des Amidonneries de Céréales de l'UE, Belgium

Type of business Association

**Dates** 2001

Occupation or position held Consultant, public affairs

Main activities and responsibilities Providing consultancy services on European Affairs for private clients, covering various EU policies including a large EU Transport Infrastructure project for private clients.

Type of business Epsilon Consulting Sprl, Belgium

**Dates** 1998-2000

Occupation or position held Research Manager, Environment and Economic Instruments

Main activities and responsibilities 1998-2000 - Part of the Organisations for the Promotion of Energy Technologies (OPET) Management Team of the Central Technical Assistance Unit (in Brussels) for the OPET and FEMOPET: Monitoring, evaluation, and dissemination activities

1999 - 2000 CEEC - Development of a Biomass Energy Market Development Plan for Central & Eastern Europe for SME. Responsible for the financing and banking aspect of the market development strategy including seminar and presentation in Maribor, Slovenia. Client: European Commission DG Research FAIR programme.

2000 - Biomass Energy -Presentation on market opportunities (Financing and banking aspect) for SMEs in the biomass energy sector particularly in CEE at the ETSU, London

2000 EU - SMEs and the Environment. Report for the European Commission, DG Environment.

2000 EU/CEEC - The Assessment of Taxes and Charges in the EU and selected CEE countries. Assessing the effectiveness of environmental taxes and charges. In charge of environmental taxes and pesticides. Client: European Commission DG Environment.

1999 - 2000 EU/Europe - REACH: Rational Economic Assessment of Cultural Heritage. Estimating multiplier values for the employment and economic impact of restoring cultural heritage sites. Included site visits in Prague and London Client: European Commission DG Research.

1999 EU - Experts Assistance in Environmental Sectorial Analysis. Statistics, Targets and indicators for environmental integration of the energy sector. Client: European Environmental Agency (EEA), Copenhagen.

1998 EU - Agri-environmental instruments: A study on the possibilities for using economic instruments to meet the objectives of the agri-environment regulation. Client: European Commission DG Economic and Financial Affairs.

Name and address of employer ECOTEC Research and Consulting Ltd

Type of business Consultancy

**Dates** 1997 - 5 month

Main activities and responsibilities Traineeship. Unit for Evaluation of Structural Funds and Social and Agricultural Policies. DG Economic and Financial Affairs

Name and address of employer European Commission, DG Economics and Financial Affairs Unit for Evaluation of Structural Funds and Social and Agricultural Policies.

Type of business EU Institution

### Education and training

Training: *Training in evaluation and impact assessment studies, Lisbon October 2008, Organised by the European Evaluation Society*

Training: *"Project Cycle Management - Logical Framework and Evaluation in an EU context" Brussels, April 2004*

Training: *"Project Management" - internal COWI seminar, Denmark, September 2003*

Education:

**Dates** 1996/1998

Title of qualification awarded M.Sc. Degree in Agriculture Economics

Principal subjects Macro-economics and monetary policy, trade and economic policy, European integration, Common Agriculture Policy.

Name of organisation University of Copenhagen, Faculty of Life Science, Prior to 2007 it was named -The Royal Veterinary and Agricultural University, Copenhagen, Denmark,

**Dates** 1995/96

Principal subjects Industrial relations, labour markets and European integration, Politics in a comparative European perspective, Advanced Microeconomics and Comparative political economy

Name of organisation University of Amsterdam, The Netherlands

**Dates** 1995

Title of qualification awarded B.Sc. Degree in Agriculture Economics

Principal subjects Economics, investment and finance, development economics, basic law and agriculture policy

Name of organisation University of Copenhagen, Faculty of Life Science, Prior to 2007 it was named -The Royal Veterinary and Agricultural University, Copenhagen, Denmark

### Specify mother tongue (Danish)

Other language(s)

Self-assessment

European level (\*)

Danish

English

French

German/Dutch/  
Swedish

#### Understanding

Listening

mother tongue

C2

C1

B2

Reading

mother tongue

C2

C1

B2

#### Speaking

Spoken interaction

mother tongue

C2

C1

B2

Spoken production

mother tongue

C2

B2

B2

#### Writing

mother tongue

C2

A2

B2

**Additional  
information**

Memberships:

The European Evaluation Society since 2008  
VL76 - Danish business network in Belgium

Publications (not covered above):

The Agrimonetary System – a Model Simulation Thesis at the Royal Veterinary and Agricultural University. 1998  
Price Insurance of Agricultural Products. Co-author, Erhvervs-Jordbrug April 1994

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## Europass Curriculum Vitae



### Personal information

First name(s) / Surname(s)

**Philippe Grand**

Telephone(s)

+33 4 78 17 57 32

Mobile: +33 6 85 31 62 70

E-mail

philippe.grand@fr.ey.com

Nationality

French

### Employment / Occupational field

#### Innovation expert

#### Work experience

Occupation or position held

Partner, Ernst & Young Advisory

Main activities and responsibilities

Responsible for the high-growth-potential enterprise market in France and Europe

Name and address of employer

Ernst & Young

Type of business or sector

Professional Services

- For more than 20 years he has focused on the market of high-growth-potential enterprises and innovation and has completed over a hundred engagements to accompany the start-up of technology-based firms, more especially in the areas of alliance negotiation, technology transfer, assistance with fundraising, and the financial and legal engineering related to those arrangements
- Evaluation of innovation support actions for enterprises: Jessica (electronics), Genopole network, incubators (Ministry of Research), Technorating (Anvar), feasibility study and business plan for Minatec (CEA), Teratec (CEA/CNRS), ICM (CNRS/INSERM), Soleil Synchrotron (CNRS/CEA), BioParc, Cancer Pole associated with the IGR cancer institute, and help in developing the strategy of the Île de France Bio-Cluster, etc.
- Mobilisation of innovation support measures for innovative enterprises: R&D tax credit, FCPI Innovation Unit Trusts label, Young Innovative Firms label, OSEO innovation aid, European research programmes (FP7)

#### Active participation in national and European events

- Organisation of project assessments (500) for the National Contest for innovative firm start-up aid
- Carrying out assessments of technology-based firms (strategic due diligence) for OSEO Innovation, FCPI labels, CEA, Venture-Capitalists and the M&A activity of French industrial groups in the Cleantech sector
- Participation in selecting and assessing firms and in organising events: Senate/Essec Springboard, Central/Essec Business plan contests (over 250 assessments)
- Co-organiser of the international Greentech platform event, BioVision / BioSquare and of the Biotechnologies Forum Business Convention
- Co-Head of the quarterly publication "le Baromètre Européen du Capital Risque"
- Participation in demonstration of transfer of a selection of six technologies of the Joint Research Centre (search for partners and viability studies) in conjunction with the DG R&D. Study of financing of NTBF (New Technology Based Firms) having received aid from the DG R&D
- Feasibility studies and business plan for technological platforms such as Soleil Synchrotron,

the Teratec project for calculation of high performance and high availability, the Minatec project for micro and nanotechnologies, the Institut du Cerveau project for research into neuroscience, the cancer pole associated with the Institut Gustave Roussy

- Participation in studies on the financing of innovative firms on behalf of the Ministry of Research

### **Personal skills and competences**

Mother tongue(s) **French**

Other language(s) **English (fluent)**

### Technical skills and competences

- High Tech including
- Biotechnologies and Medical Devices
- Cleantech
- Benchmarks, diagnosis
- Business plan, strategic choices and business models



## Europass Curriculum Vitae

### Personal information

Surname(s) / First name(s) **Hansen, Dinne Smederup**  
Address(es) COWI A/S, Parallelvej 2, 2800 Kongens Lyngby, Denmark  
Telephone(s) +4545 97 24 02  
Fax(es) +45 45 97 22 12  
E-mail dsh@cowi.dk  
Nationality Danish  
Date of birth 1967  
Gender Female

### Desired employment / Occupational field

**Senior Project Manager**

### Work experience

Dates	January 2007- to date
Name and address of employer	COWI A/S
Type of Business of sector	Environmental law & policy consultancy
Occupation or position held	Senior Project Manager, Department of Economics, Financial Analysis and Law
Main activities and responsibilities	Project management, environment, energy and climate change policies
Dates	June 2004 - December 2006
Name and address of employer	COWI A/S, Denmark
Type of business or sector	Environmental law & policy consultancy
Occupation or position held	Senior Legal Expert, Department of Public Administration and Law.
Main activities and responsibilities	Senior expert in environmental law & policy, climate change
Dates	June 2003- May 2004
Name and address of employer	Danish Environmental Protection Agency (DEPA)
Type of business or sector	Ministry of Environment.
Occupation or position held	Special Adviser to the Management of the Danish EPA; Management Secretariat of the Danish EPA.
Main activities and responsibilities	Servicing the Minister of Environment covering the following DEPA divisions: Climate Change Unit, Development and Data Unit, Water & Marine Unit, Legal Unit.
Dates	August 2001-June 2003
Name and address of employer	Danish Environmental Protection Agency (DEPA)
Type of business or sector	Ministry of Environment.
Occupation or position held	Deputy Programme Director; Division for International Environmental Assistance (DANCEE)
Main activities and responsibilities	Responsible within the DANCEE programme (at the time 91 MEUR a year) for development affairs, cross-cutting programmes and regional (multi-country) efforts providing environmental support to CEE, Western Balkans and NIS focusing on implementation of the EU environmental acquis and implementation of Multilateral Environmental Agreements. When needed, day-to-day management of the Division (28 employees).

**Dates** April 1996-August 2001  
**Name and address of employer** Danish Environmental Protection Agency (DEPA)  
**Type of business or sector** Ministry of Environment and Energy.  
**Occupation or position held** Programme Coordinator,  
 Division for cooperation with Central and Eastern Europe  
**Main activities and responsibilities** Responsible for design, negotiations, management and monitoring of projects under the DANCEE support programme to Central and Eastern Europe and NIS. Focus of the programme was on approximation with the EU environmental acquis including investment heavy-directives and compliance with Multilateral Environmental Conventions (MEAs) such as the UNFCCC Climate Change Convention and its Kyoto Protocol.

**Dates** August 1994-April 1996  
**Name and address of employer** Danish Environmental Protection Agency (DEPA)  
**Type of business or sector** Ministry of Environment.  
**Occupation or position held** Head of Section, Climate Change and Biotechnology Division  
**Main activities and responsibilities** Responsible for implementation and administration of EU' s Framework dir. 96/62 on Ambient Air Quality and related legislation

### Education and training

**Dates** Aug-Dec 2008  
**Title of qualification awarded** Advanced Studies  
**Principal subjects/occupational skills covered** Climate change as wicked problem  
**Name and type of organization providing education and training** Copenhagen University

**Dates** 1993-1994  
**Title of qualification awarded** Master of Arts (LLM) in European Studies, Central and Eastern European Programme  
**Principal subjects/occupational skills covered** Public Administration, European Community Law, Economics.  
**Name and type of organization providing education and training** College of Europe, Bruges, Belgium and Warsaw (Natolin), Poland; Inst. of Postgraduate European Studies

**Dates** August 1987-1993  
**Title of qualification awarded** Candidata Juris (Master of Law)  
**Principal subjects/occupational skills covered** International law, EU law, public law, environmental law  
**Name and type of organization providing education and training** University of Aarhus, Department of Law

### Personal skills and competences

**Mother tongue(s)** Danish

**Other language(s)**

**Self-assessment**  
*European level (\*)*

**English**

**French**

**German**

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
C1	Proficient user	C1	Proficient user	C1	Proficient user	C1	Proficient user	C1	Proficient user
B2	Independent user	B2	Independent user	B2	Independent user	B2	Independent user	B2	Independent user
B2	Independent user	B1	Independent user	B1	Independent user	B1	Independent user	A2	Basic user



A1	Basic user	A1	Basic user	A1	Basic user	A1	Basic user	A1	Basic user
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(\*) Common European Framework of Reference for Languages

**Social skills and competences**

Experienced presenter, workshop facilitator, trainer and trainer of trainers. Sound interpersonal and multicultural communication skills gained from extensive working experience in the EU-27, EU accession, EU candidate and pre-candidate countries, as well as international assignments. Particular expertise in institutional development & capacity building of public sector agencies.

**Organisational skills and competences**

Pronounced networker and team player with strong ability to identify and further opportunities for promoting synergies. Strong leadership ability, recognized in both her present and previous employment. Experienced project manager (European Commission, World Bank, government agencies)- responsible for the managing projects with budgets up to 2.2 MEUR., large project portfolios as well as Country Programmes under the Danish bilateral assistance.

**Technical skills and competences**

Ms. Dinne Smederup Hansen is a highly qualified policy expert with 18 years of experience from public administration and consultancy in the field of environment, energy & climate change and disaster risk reduction and with a long track record of implementing EU requirements and international environmental obligation on a daily basis. She is an experienced international project manager able to facilitate, motivate and implement EU policy measures at national, regional and local level.

Ms Hansen has assisted the Commission (DG ENV, DG MARE, DG CLIMA, DG ECHO, DG HOME, DG ELARG, DG JUST, DG ENTR) in a large number of policy assessments and implementation analyses providing recommendations on how to implement new EU policies and measures.

In 2011, Ms Hansen assisted DG ENV and DG MARE in assessing the environmental, social and economic impacts of the EU's potential proposal for strengthening its approach on integrated coastal zone management (ICZM) in the EU-27. The assessment was based on the 2007 evaluation of the ICZM Recommendation and the current EU policy context (the WFD, the MSFD and the Maritime Policy incl. maritime spatial planning) as well as the ICZM Protocol under the Barcelona Convention. Since 2007, she has advised DG ENV and DG ECHO in studies focusing on increased EU action on prevention, preparedness and response in the EU-27, most recently the 2011 Impact Assessment on EU's future disaster management covering better governance in the area of disaster prevention as the umbrella for existing and upcoming sector specific efforts.

Much of her recent work has focused on the shift towards a low-carbon economy in key economic sectors and sustainable growth, addressing both private sector initiatives and public sector framework setting and incentive making. Most recently, she assisted DG ENV in assessing EU Member State policies implementing resource-efficiency policies and other policies that potentially affect environmental and resource efficiency objectives.

Ms Hansen is fully familiar with the EU decision making processes. Ms Hansen is furthermore an experienced evaluator and has carried out ex-post evaluations of EU environmental programmes for DG BUDGET/DG ELARG, evaluation of international climate change funds for GEF/Danida EVAL and the Danish Ministry of Foreign Affairs as well as reviews and evaluations for various national government agencies, setting up recommendations for improving efficiency and effectiveness.

In her previous capacity as Deputy Program Director in the Division for International Environmental Assistance (DANCEE) in the Danish EPA, Ms. Hansen has been part of the EU enlargement and approximation process since the mid-90's where she has been advising national ministries and agencies on transposition and implementation of the EU acquis as well as obligations stemming from international environmental agreements (MEAs). Her assignments focused on strategy and policy development, implementation and financial planning.

**Additional information**

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**Annexes**

Experience relevant to project.



## Annex: Experience relevant to project:

Country	Date from- to	Name and brief description of the project
Turkey/Global	Jan 2012-Jan 2013	<b>Pilot Climate Change Adaptation Market Study: Turkey.</b> The key objectives is to develop two major components: 1) a robust approach of assessing climate risks for the private sector at country levels, tailored to a wide range of sectors such as renewable energy, agribusiness, water intensive industries, municipal infrastructure, providing an approach that can be replicated in other countries; and 2) application of the above methodologies in a Turkish context, including an analysis of the climate change vulnerability of the Turkish private sector and an assessment of the priority investment and priority adaptation needs of each sector. The assignment is managed jointly by the EBRD and the IFC, and is part of the systematic approaches on climate change adaptation being developed by the two institutions at country level and sector level. Client: Acclimatise/EBRD and IFC.
EU	Jan 2012-Oct 2012	<b>Guidelines for Project Managers: "Climate proofing" of vulnerable investments.</b> The key aim of the project is to provide guidance to project managers working on EU funded and other projects on how to climate proof vulnerable investments and make the projects resilient to climate change, in the form of a Handbook. The guidelines look into all stages of a project, i.e. at a planning stage, financing, implementation and operation. The activities include 1) a review of all available guidelines and methodologies on climate proofing, 2) identification of vulnerability level of each type of investment, 3) development of a list of climate proofing measures 4) development of a methodology on how to estimate costs of project climate proofing and 5) the development of step by step guidelines for climate proofing projects for each type of investment, including steps for the application of risk management and risk financing instruments. Client: Acclimatise/DG CLIMA.
EU	Jan 2012- Nov 2012	<b>Study on the applicability of existing chemical industry safety provisions to enhancing security of chemical facilities.</b> In relation to the implementation of the EU CBRN Action Plan, the objective is to identify and evaluate all existing chemical industry safety provisions in the EU Member States and industry best practice, with a view to enhancing chemical facility security. The study focuses on the chemical sector as one of the sectors being addressed by the EPCIP, but not directly covered by the Directive on European Critical Infrastructure (ECI Directive, 2008/114/EC). The ECI Directive is currently implemented by the Member States and a review will begin in 2012. As a result of the review, the chemical sector could be added as one of the new target sectors in a future modified Directive. Client: DG HOME.
Global	Dec 2011-	<b>Environment and Climate Change Strategy (Oil and Gas sector):</b> COWI assists in identifying and framing a new Environment & Climate Change Strategy for a major client's offshore operations in order to ensure a long term valid environment, safety and climate change strategy supporting the company's drilling services to oil companies around the world. The strategy consists of a long term strategic business developing and brand supporting part and a short-to-middle term operational part on offshore exploration and exploitation. Following a series of workshops and stakeholder interviews with customers, suppliers and business partners as well as internal managers, a final draft of the E&CC strategy, a catalogue of improvement opportunities and recommendations for future next steps will be prepared. Client: Confidential Large Private Sector Client, Oil and Gas Sector.
South Africa	Dec 2011	<b>UNFCCC COP17 Durban, South Africa 1 Dec-9 Dec 2011.</b> Participation in the COP17 as representative for COWI A/S, part of the BINGO group.
EU/DK	Nov 2011	<b>Measures of Member States to transpose Directive 2009/31/EC on the geological storage of CO2 (CCS-Directive).</b> Legal expert. The CCS- directive establishes a legal framework for the management of environmental risks related to CO2 storage. The Directive was to be transposed into national legislation of all EU-27 Member States by 25 June 2011. The study analyses the implementation notably the specific CCS legislation, other relevant national legislation as well as relevant case law in order to check that the CCS-Directive is correctly and fully implemented. The prompt and accurate transposition of the CCS-Directive has been highlighted because of the link to award decisions for CCS demonstration projects under the New Entrants' Reserve 300 (NER300) funding. Case study on Denmark. Client: Milieu Ltd as lead on FWC/DG CLIMA.
Mozambique	Sept 2011-	<b>Increasing climate resilience in Maputo, Mozambique - GIS tool for urban adaptation to climate change and flood risks.</b> Institutional expert. The project aims to increase the capacity and preparedness of the Ministry for the Coordination of Environmental Action (MICOA) and the National Institute of Disaster Management (INGC) and local stakeholders in terms of urban adaptation to climate change. Key activities include: Topographical scanning (LIDAR survey) of flood prone areas of Maputo, data collection and analysis; development and implementation of a GIS based tool for planning purposes in the context of urban adaptation;

Country	Date from - to	Name and brief description of the project
		risk assessments; capacity building enabling the local partners to apply the developed GIS tool for present and future climate conditions and to replicate the application of the tool in other flood prone areas of Mozambique. Client: NEFCO/NDF/NCF.
Global/DK	Sept-Oct 2011	<b>Study of the progress of AF, LDCF, SREP, SCCF, FIP, UN-REDD, FCPF and PPCR.</b> Team Leader. Study of the progress of the following eight multilateral climate change funds as part of the process of allocating the Danish Climate Envelope 2012 consisting of DKK 500 million. The study assessed the Adaptation Fund (AF), Least Developed Countries Fund (LDCF), the Special Climate Change Fund (SCCF), Scaling Up Renewable Energy Project (SREP), Pilot Programme for Climate Resilience (PPCR), Forest Investment Programme (FIP), Forest Carbon Partnership Facility (FCPF), and UN-REDD. Client: Danish Ministry of Foreign Affairs and Danish Ministry of Climate and Energy.
EU-27	Jan - Aug 2011	<b>Impact Assessment of the EU Disaster Risk Management.</b> Key Policy Expert. The study analysed the impacts of the EU's approach to Prevention, Preparedness and Response as envisioned in EU's recent Communication 'Towards a stronger European Disaster Response' (COM (2010)600 final). Specifically on prevention, the assessment covered risk assessment and mapping and risk management plans based on the EU's recent Risk Assessment and Mapping Guidelines for Disaster Management, including recent EU experiences with the EU Flooding Directive, Water Scarcity and Drought Management, as well as the SEVESO II Directive. Client: DG ECHO.
EU-27	Feb - Aug 2011	<b>Impact Assessment study - EU Integrated Coastal Zone Management (ICZM).</b> Policy & Legal expert. The study analysed the impacts of different scenarios for updating and strengthening the 2002 Recommendation on ICZM (2002/413/EC) through either a strengthened Recommendation, through a Programme of Measures or through a Framework Directive on ICZM, in order to strengthen the EU's current ICZM policy aiming at ensuring the rational and sound use of coastal resources and space, and to make coastal zones more resilient to risks and climate change impacts. The assessment was based on the 2007 evaluation of the ICZM Recomm. and the current EU policy context (the WFD, the MSFD and the Maritime Policy incl. maritime spatial planning) as well as the ICZM Protocol under the Barcelona Convention, and included inter alia a legal comparative review of the EU 2002 Recommendation and the ICZM Protocol under the Barcelona Convention. Given the inter-linkages between ICZM and MSP, the assessment was a joint study between the DG ENV (lead on ICZM) and DG MARE (lead on MSP). Client: DG ENV. <a href="http://ec.europa.eu/environment/iczm/pdf/ICZM%20IA%20study_Final_report.pdf">http://ec.europa.eu/environment/iczm/pdf/ICZM%20IA%20study_Final_report.pdf</a>
EU-27	Feb 2011-June 2011	<b>Member States' policy developments on resource-efficiency in Europe 2020.</b> Europe 2020 Strategy identified "Sustainable Growth" as one of the three priorities, aiming at promoting a more resource efficient, greener and more competitive economy and recognized as a cross-cutting issue identified in a number of the Strategy's flagship initiatives i.e. Resource-efficient Europe, Innovation Union and Industrial policy for green growth. The study assessed recent MS policies implementing resource-efficiency policies and other policies that potentially affect (negatively and positively) environmental and resource efficiency objectives. Client: DG ENV.
Selected EU-27 countries	Sept 2010-March 2011	<b>Mapping of strategies for implementation of the EU's Buildings Directive.</b> Key Policy Expert. The project screened and mapped the EU Member States' efforts to implement the EU's Building Directive (2010/31/EC) to find not yet explored energy savings potentials in the building sector and the introduction of a nearly zero energy framework in the EU by 2020. The project assists the Danish implementation of the EU Directive by providing an overview of best practices at European level. Client: The Danish Enterprise and Construction Authority.
DK + selected EU Member States	Sept 2010-ongoing	<b>National Joint Implementation.</b> Policy Expert. Analysis of the potential for a national Joint Implementation Scheme in Denmark. Collecting experiences with various national JI schemes within EU Member States (France, Germany, ao.), analysis of the interplay with the EU's Emissions Trading Directive 2003/87/EC, developing of a national framework; development of general criteria for additionality in national JI projects and sector specific criteria for testing additionality as well as monitoring and verification. Particular focus on how to involve municipalities in the development of the pilot project programme. Client: Danish Ministry of Climate Change and Energy, The Danish Energy Agency.
Mexico	December 2010	<b>UNFCCC COP16 Cancun, Mexico 30 Nov- 10 Dec 2010.</b> Participation in the COP16 as representative for COWI A/S, part of the BINGO group.
Albania, BiH, Kosovo,	May-Oct 2010	<b>Study on the Implementation of EU environmental standards in EU accession countries and EU neighborhood countries.</b> Policy and Legal expert. The study analysed the actual

Country	Date from to	Name and brief description of the project
Montenegro, Serbia, etc		status of implementation of selected pieces of EU legislation with a focus on EU's investment heavy directives, the actual investment needs and financing challenges. The study formed part of the preparation for the KfW conference 'Paving the Way for Accession and Neighborhood - Towards a better environment in Eastern Europe' held in October 2010. Client: KfW.
DK/Global	April-May 2010	<b>Review of the follow up to the Evaluation of the Least Developed Countries Fund (LDCF).</b> Team leader. The purpose was to review the follow up to the LDCF evaluation (Joint evaluation by DANIDA/Danish Ministry of Foreign Affairs and GEF Evaluation Office (GEF EO)) and provide input to the overall MoFA appraisal before the Government makes its decision on how to implement the Danish Climate Change Package. Client: Danish Ministry of Foreign Affairs. <a href="http://www.thegef.org/gef/sites/thegef.org/files/documents/Follow-up%20to%20LDCF%20Evaluation%20DANIDA%20mem%20b%20.pdf">http://www.thegef.org/gef/sites/thegef.org/files/documents/Follow-up%20to%20LDCF%20Evaluation%20DANIDA%20mem%20b%20.pdf</a>
EU 27 + 4	Jan 2009 - July 2010	<b>Vademecum of European Civil Protection.</b> Project Manager. The project provided the Commission with an overview of the types and characteristics of disasters in the EU-27+3, the legal framework governing this area as well as the national tasks, responsibilities and organization of civil protection and civil emergency planning. The increasing number of disasters related to climate changes has increased the need for coordinated action and for reinforcing disaster response as well as prevention of disasters EU wide as well as in the EU's cooperation with 3rd countries. Client: European Commission, DG ECHO. <a href="http://ec.europa.eu/echo/civil_protection/civil/vademecum/index.html">http://ec.europa.eu/echo/civil_protection/civil/vademecum/index.html</a>
Copenhagen	December 2009	<b>UNFCCC COP15 Copenhagen, DK, 30 Nov- 10 Dec 2009.</b> Participation in COP15 as representative of COWI A/S, as part of the BINGO group.
EU-27	Jan - Dec 2009	<b>Interactions of climate change policies and measures with non-environmental policies.</b> Policy Expert. The project made a detailed analysis of all possible spill-over effects (social, economical and environmental consequences) of the needed changes in European economies to address the challenge of climate change. The outputs included a list of spill-over effects with a first assessment of their impacts and an assessment of the best way at an international level to deal with the consequences. Client: European Commission, DG ENV.
Asia, Africa, Small Islands Developing States (SIDS)	Nov 2008-Dec 2009	<b>Evaluation of the Least Developed Country Fund (LDCF).</b> Key International Expert. The LDCF (administered by the GEF) is one of the adaptation funds under the UN Framework Convention on Climate Change (UNFCCC). The evaluation assessed the outcome of the LDCF activities, the NAPA process and the NAPA catalytic effect, and documented the results and lessons learned from the use of the LDCF in financing and promoting adaptation in the LDCs and provided recommendations regarding the future role of LDCF. Client: Joint Evaluation by DANIDA/Danish Ministry of Foreign Affairs and the GEF Evaluation Office. <a href="http://um.dk/en/~media/UM/NVI%20temp%20folder%20-%20EVAL/978-87-7087-232-4/LDCFmedforfatterilwww.ashx">http://um.dk/en/~media/UM/NVI%20temp%20folder%20-%20EVAL/978-87-7087-232-4/LDCFmedforfatterilwww.ashx</a>
EU-27	April 2008-July 2008	<b>Impact Assessment Study on the Development of a Community Comprehensive Strategy in the field of Disaster Prevention.</b> International legal and policy expert. The study addressed the economic, environmental and social impacts of the Commission initiative on the Development of a Community Comprehensive Strategy in the field of Disaster Prevention and the proposed actions in the Communication, following the most recent Impact Assessment Guidelines from the Commission. Client: European Commission, DG ENV.
Kosovo & Montenegro	September 2008-	<b>Retrospective Evaluations of CARDS Programmes in Kosovo and Montenegro.</b> Environmental sector evaluation expert. The CARDS programme has been the main financial instrument for cooperation with Kosovo and Montenegro for the period 2000-2006. A total of 986 MEUR was allocated to Kosovo and for Montenegro the allocated amount for the same period was 87 MEUR. The purpose of this evaluation is to provide lessons learned and recommendations for improvements of pre-accession aid and financial assistance relevant for the future implementation of the EU Instrument for Pre-Accession Assistance (IPA). Client: European Commission, DG BUDGET.
Albania	April 2008-October 2008	<b>Ad hoc Evaluation of the EU CARDS Programme in Albania.</b> Environmental sector evaluation expert. The CARDS program was the main EU financial instrument for cooperation with Albania in 2001-2007, with a total of 282 MEUR allocated in the period and with 107 projects implemented. The purpose of the evaluation was to provide lessons learned and accountability for decision making on improvements of pre-accession aid and financial assistance to Albania, relevant for the future implementation of the EU Instrument for Pre-Accession Assistance (IPA). Client: European Commission, DG BUDGET.
Poznan, Poland	December 2008	<b>UNFCCC COP14 Poznan, December 2008.</b> Participation in the COP14 as representative of COWI A/S.

Country	Date: from- to	Name and brief description of the project
Denmark	October 2008- December 2008	<b>Copenhagen Municipality: Climate Plan 2015 - Climate Change Adaptation.</b> Copenhagen Municipality presented a fully fledged climate policy in early 2009. This included a targeted effort with specific steps in terms of climate change adaptation. The scope of the project was to provide an overall risk analysis, an overview of sectors likely to be impacted by climate change, to assess what are the potential consequences, to provide recommendations for policy and concrete preventive measures needed relevant for the City in order to deal with adaptation as integrated part of the City development. Client: Copenhagen Municipality. <a href="http://www.c40cities.org/docs/ccap-copenhagen-030709.pdf">http://www.c40cities.org/docs/ccap-copenhagen-030709.pdf</a> .
Denmark	April 2008- September 2008	<b>Municipal Carbon Footprint.</b> Legal Expert. Development of a CO2 calculation model for Danish municipalities for estimating their GHG emissions within their geographical borders including an IT tool for assessing which mitigation measures will prove most efficient for the municipality to implement. The model is based on the EU and the UN requirements and based on existing data in the municipalities in three different data Tiers. Besides the IT-tool for the GHG emission calculation, a catalogue with mitigation measures is developed in which the municipality can estimate in which ways it can reduce its emissions the most cost efficient way. The CO2-calculator was launched by the Danish Climate and Energy Minister in January 2009, and is available at the Danish Nature and Environment Portal (DMP). Clients: Danish Ministry of Environment, Danish Ministry of Climate and Energy, National Association of Local Authorities (NALAD).
Romania	October 2007- 2009	<b>Technical Assistance for Updating of the National Strategy and Action Plan on Climate Change 2008-2012.</b> Policy and legal expert. The project assisted the Romanian Government in revising the current Romanian Strategy and Action Plan for 2008 onwards, focusing on the EU preparations for action on mitigation and adaptation to climate change with a focus on actions after expiry of the first commitment period under the Kyoto Protocol 2008-2012. Client: Danish Ministry of Energy and Climate Change.
EU	September 2007-March 2008	<b>Assessing the potential for a comprehensive Community Strategy for the prevention of natural and man made disasters - The Community setting.</b> Legal expert. In the aftermath of the the disasters which have occurred across the EU in the last few years, the objective was to assess the need for a comprehensive EU multi-hazard strategy for disaster prevention in order to address the root causes of disasters, reduce their number and mitigate their human, social, environmental and economic impact in the Community. The project addressed in particular long term sector-related policies such as climate change policy with focus on adaptation, forest fire prevention and flooding. Client: European Commission - DG ENV.
EU-27	September 2007-March 2008	<b>Member States Approaches towards Prevention Policy - a critical analysis.</b> Legal expert. The overall aim of the study was to assess the concepts of prevention in a number of Member States and the essential features of comprehensive disaster prevention strategies implemented in the Member States, in order to assess the potential added-value and constraints of the implementation of a EU Comprehensive approach on disaster prevention with possible recommendations. Client: European Commission - DG ENV.
Moldova	June 2007- October 2008	<b>Persistent Organic Pollutants (POPs) Stockpiles Management and destruction project, Moldova.</b> Project Manager. The objective of the project was to provide the Ministry of Ecology and Natural Resources (MENR) and other national counterparts with technical assistance oriented at creating by 2009, the legal and institutional conditions for integrated management of hazardous chemicals and wastes. Legislation was developed complying with the requirements of international treaties pertaining to POPs and specifically to the Stockholm Convention on POPs, the Basel Convention, the Rotterdam Convention, the POPs Protocol of the LRTAP Convention as transposing the key EU directives in the waste and chemicals sector. Regulatory Impact Assessments were carried out for all pieces of legislation as part of the governmental adoption procedures. Client: GEF/ World Bank.
Albania, BiH; Serbia, Montenegro Territory of Kosovo (UNSCR 1244)	August 2006- July 2007	<b>Progress monitoring of the South Eastern European Countries (pre-candidates).</b> Project Manager. The project supported the countries of Albania, Bosnia and Herzegovina, Serbia, Montenegro and the Territory of Kosovo (UNSCR 1244) in monitoring the countries' efforts in transposition and implementation of the EU environmental acquis. The analysis covered the horizontal sector as well as the air, water, waste, chemicals, industry, nature protection and sectors. Country specific reports were made for each country feeding into the overall Commission reporting to the Council and European Parliament. Client: European Commission, DG ENV, August 2006-July 2007.
Romania	July 2006- Dec 2008	<b>Capacity building to the Romanian MEWM in reaching compliance with the Kyoto Eligibility requirements.</b> Project Manager. The project assisted the Ministry of EWM in

Country	Date: from - to	Name and brief description of the project
		complying with UNFCCC and Kyoto Protocol eligibility requirements through three major components: 1) Development of a Governmental Decision on a national procedure for the National System of estimating GHG emissions including planning, preparation and management 2) Elaboration of Assigned Amount Report and 3) Elaboration of Romania's 4th National Communication. Client: Danish Environmental Protection Agency (DEPA) June 2006-December 2008.
European Union	June 2006-December 2006.	<b>CO2-quotas on Road Transport.</b> Senior Legal Advisor. Legal analysis including recommendations for revision of the EU's Emission Trading Directive (Dir. 2003/87/EC) in case emissions from road transport are to be covered by the Directive in the future. Client: Nordic Council of Ministers. June 2006- December 2006.
Romania	Oct 2005-Dec 2009	<b>Developing a Greenhouse Gas Registry for Romania.</b> Project Manager and legal expert. Support to Romania in the establishment and maintenance of a Greenhouse Gas Registry in order to ensure the accurate accounting of the issue, holding, transfer and cancellation of allowances under the EU Emission Trading Directive (2003/87/EC) as amended and the Kyoto Protocol. This in order for Romania to participate in Europe's carbon market once the European Commission approves its National Allocation Plan (NAP). Client: Danish Environmental Protection Agency (DEPA/DANCEE).
Bulgaria; Romania; Turkey, Croatia	July 2005-July 2007	<b>Supporting the accession process of Candidate Countries.</b> International Legal Expert. Monitoring and Evaluation of progress in approximation of the EU environmental acquis in the candidate countries (Bulgaria, Romania, Turkey, Croatia). The evaluation covered the horizontal sector as well as the air and climate change, water, waste, chemicals, industry, nature protection and noise sectors. Altogether, 69 EU environmental Directives and Regulations were analysed in each country. The expert elaborated the yearly Country Reports on Romania and Bulgaria to the European Commission as input to the Commission's Regular Reports Client: European Commission, DG ENV.
EU	Nov 2005-October 2006.	<b>Conformity checking of measures of Member States to transpose directives in the sector of Environment.</b> Czech Republic. Project Manager. International legal expert on Denmark and Estonia, lots also carried out by COWI. Analysing how the Czech Republic has transposed 10 environmental EC directives into national legislation in order to detect, at an early stage, any potential conformity problems. The analysis included inter alia the assesment of the EU's Groundwater Directive (80/68/EEC), the Drinking Water Directive (98/83/EEC) and the Water Framework Directive (2000/60/EC) as amended. Client: the European Commission, DG Environment.
EU	Aug 2004-Aug 2005	<b>Conformity checking of measures adopted by the 10 acceding countries to transpose directives in the sector of the environment.</b> Czech Republic, Slovak Republic and Slovenia. Project Manager. Analysing how the the countries have transposed 25 key environmental EC directives into national legislation in order to detect, at an early stage, any potential conformity problems. The analysis included inter alia the assessment of the Nitrates Directive (91/676/EEC), the Water pollution by discharges of certain dangerous substances Directive (76/464/EEC), the Urban Waste Water Directive (91/271/EEC) and the Water Framework Directive (2000/60/EC) as amended. Client: The European Commission, DG Environment.
Romania	Dec 2004-March 2006	<b>Development of a National Climate Change Strategy and Action Plan 2005-2007</b> for the Romanian Ministry of Environment and Waters. Senior Legal Advisor/Institutional Expert. The NCCSAP addressed both adaptation and mitigation issues including financial planning for implementation. Responsible for Working Group dealing with international reporting obligations and design of actions to reach compliance <i>including</i> : National system for Estimating GHG emissions, development of national GHG Inventory, GHG Registry, Post 2012 and cross cutting issues. Danish Environmental Protection Agency (DEPA).
FYR Macedonia	June 2004 - July 2005	<b>Technical Assistance for Macedonia's Second National Environmental Action Plan.</b> Key Institutional Expert. Ministry of Environment and Physical Planning. Provision of specific policy recommendations on how to improve the environmental decision making structures in Macedonia. The expert provided project fiches for future EU funding within all environmental sectors, including on Climate Change dealing with identification and development of projects for CDM and other carbon market mechanisms. Client: The European Agency for Reconstruction. Client: The European Agency for Reconstruction.
Denmark	June 2004-	<b>DanishCarbon.dk. Development of a tender facility for CO<sub>2</sub> reduction projects (JI projects and CDM projects).</b> Legal expert. Clarification of legal aspects of Kyoto flexible mechanisms, development of manual for the Danish tender procedure within the 3-fold approach covering tendering, carbon funds and direct approach. The manual provided PIN

Country	Date from- to	Name and brief description of the project
		formats, LoIs, template for PDDs, ERPA's, LoAs. Further assistance was provided concerning legal aspects of model contracts (ERPAs). The project was a follow up to the Danish Climate Strategy 2003. Danish Environmental Protection Agency.
Russian Federation	October 2004-	<b>"Partnership on Legal and Institutional Issues regarding JI and Emissions Trading in the Russian Federation"</b> . Short term legal expert. Support to the Russian Government in implementing the Kyoto flexible mechanisms following Russian ratification of the Kyoto Protocol. Client: Danish EPA.
Russian Federation	May 2002-	<b>Project to assist Russia in the Implementation of the Aarhus Convention on Access to Information, Public Participation in Environmental Decision making and Access to Justice</b> . Task Manager. Project Identification Mission. Danish EPA/DANCEE.
Bosnia and Herzegovina, Croatia and FRY	Sept-Dec. 2001	<b>Development of environmental project preparation project portfolio in Serbia, Bosnia-Herzegovina and Croatia</b> in cooperation with UNEP Balkan Task Force/ The Post-Conflict Branch (PCoB) and EBRD. Task Manager. Preparation of Danish bilateral support to the Stability Pact through preparation the for investment projects within water, waste and energy sectors (e.g. analysis of the potential for optimal heating in Maglaj, Bosnia-Herzegovina, or the environment rehabilitation project for the Pancevo Waste Water Canal in the FRY) as well as small grant democratization projects in cooperation with NGOs and Civil Society. Danish EPA/DANCEE.
Croatia	June 2001	<b>Project to assist Croatia in the implementation of the Aarhus Convention</b> (Target area in the Croatian NEAP). Task Manager. Project Preparation Mission. The project identified included legal gap analysis, drafting of relevant legislation with emphasis on Pillars 1 and 2 of the Convention. Implementation of the Convention highlighted as a priority action in the Croatian National Environmental Action Plan. Danish EPA/DANCEE.
CEE and NIS countries (Regional)	May 2001	<b>Implementation and outreach activities under the Aarhus Convention</b> . Task Manager. The project aimed at supporting UN-ECE activities in implementing, outreach activities and legal support for the promotion of the CEE and NIS countries ratification and implementation of the Convention, as part of the countries preparation for COP 1 in 2002 and the 5th EAP Conference in Kiev. Danish EPA/DANCEE.
Belarus	May 2001	<b>Project to assist Belarus in the implementation of the Aarhus Convention</b> . Task Manager. Project Identification mission. The project focused on Pillar I and II of the Convention. Danish EPA/DANCEE.
Ukraine; Kazakhstan	May 2001	<b>Assistance to Kazakhstan and Ukraine in the implementation of the Aarhus Convention</b> . Task Manager. Project identification mission. The project aimed at developing legal gap analysis, inventory of existing environmental information, procedures for public requests for access to information and participation. Danish EPA/DANCEE.
EU/Balkan	2001	<b>EU REReP</b> . Regional Environmental Reconstruction Programme for South Eastern Europe. Task Force meetings 2001. Danish Governmental Representative, Danish Environmental Protection Agency, 2001.
CEE, Balkan og NIS (Regional)	April 2001	<b>Development of DANCEE Guidelines for a 3 year Country Programming Cycle</b> , based on new Strategy for Danish Environmental support programme 2001-2006 (see below), explaining the respective tasks for project managers in each step of the project management cycle. Task Manager. April 2001.
19 CEE, Balkan and NIS countries (Regional)	February 2001	<b>Comparative Analysis of International Hazardous Waste Classification System</b> . Task Manager. Project identification. Development of a Guidebook for waste authorities and - experts, comparing the different set of international waste rules defining and classifying hazardous waste. Danish EPA/DANCEE.
CEE, Balkan og NIS (Regional)	Jan. 2001-Jun. 2001	<b>New "Strategy for Danish Environmental Support Programme to Central and Eastern Europe 2001-2006"</b> . Identifying and designing target areas for assistance to both the CEE; NIS and Balkan regions under the bilateral Danish environmental support scheme run by DANCEE (at the time approx. 95 MEURO a year). Editorial responsibility for strategy.
Moldova	2000	<b>Project to assist the Moldovan Ministry of Ecology in the implementation of the UN-ECE Aarhus Convention - stage I (2000) and II (2001)</b> . Task manager. Project preparation mission. The project included inter alia legal gap analysis, drafting of relevant legislation and the establishment of an Environmental Information Centre. Stage I focused on Pillar 1 of the Convention, whereas stage 2 focused on pillar II and III. Danish EPA/DANCEE.
22 countries in the CEE and NIS region	2000	<b>NGO cooperation within and beyond CEE borders</b> (implemented through the Regional Environmental Center - REC). Task manager. The project was regional in its scope and supported in each country 1) National Small Grant Facilities 2) a Regional Grant Facility supporting cross border activities and 3) support for partnering facilities between Eastern

Country	Date: from - to	Name and brief description of the project
(Regional)		European and Danish NGOs. Danish EPA/DANCEE.
EU	2000	<b>EU PHARE Management Committee.</b> Management Committee Meetings, Danish Government Representative from the Ministry of Environment and Energy, 2000.
Turkmenistan	May 2000	<b>Aarhus Convention Regional Workshop for Central Asia, Ashgabat, Turkmenistan. Task Manager.</b> Environmental authorities and NGOs in the 5 Central Asian Republics. The three-day conference focused on "best practices" in the implementation of the Aarhus Convention. Danish EPA/DANCEE in cooperation with UN-ECE (incl. ELC), OSCE and bilaterals.
Romania	Jan. 2000	<b>Project to assist Romania in the implementation of the EU Ambient Air Quality Requirements (Dir. 96/62/EC).</b> Task manager. Project preparation mission. Danish EPA/DANCEE.
Slovakia	Oct. 2000	<b>Project to assist Slovakia in the elaboration of an integrated sector- and directive specific EU Approximation Strategy</b> incl. cost estimation for the most investment heavy directives (all key directives in the sector of environment). Project preparation mission. Danish EPA/DANCEE.
Poland	May 2000	<b>Assistance to Poland in the implementation of the Aarhus Convention project.</b> The project focused on Pillar I and II of the Convention including approximation with the EU's EIA and IPPC requirements. Task Manager. Project identification mission. Danish EPA/DANCEE.
Regional	2000	<b>The Aarhus Convention - an Implementation Guide</b> (UN, Geneva and New York, 2000). Task Manager. The project was carried out in close cooperation with the UN-ECE Aarhus Convention Secretariat and implemented through REC, Hungary. Danish EPA/DANCEE.
Denmark	1999	<b>Project Cycle Management Manual, Danish Cooperation for Environment in Eastern Europe (DANCEE) under the Environment, Peace and Stability Facility.</b> Editorial staff. The purpose of the manual was to provide information on the project cycle management procedures including all steps in the project cycle for environmental projects supported by DANCEE. The manual also aimed at facilitating co-financing of DANCEE support with support from other donors and international banks. Danish EPA/DANCEE.
Poland	Sept. 1999 - 2000	<b>Project to assist Poland in the implementation of the EU's IPPC directive (96/61/EC)</b> Task Manager. Project identification and design of project to assist the Polish competent authorities in setting up a system essential to ensuring the effectiveness of the permitting system, including 1) complete coverage of all IPPC installations by the permitting system; 2) adequacy of information supplied by permit applicants; 3) co-ordination between authorities involved in the permitting process; 4) permit conditions to cover all significant environmental impacts; 5) use of BAT as a basis for permit conditions; 6) compliance with environmental quality standards; 7) adequate compliance monitoring; 8) review of permits; and 9) public participation in the permit procedure and access to documents. The project included pilot projects in 3 Polish voivodships and the development of approx. 15 environmental permits based on BAT and a central BAT Register. Danish EPA/DANCEE.
BiH, Croatia, Macedonia, Serbia-Montenegro and Albania	1999-2000	<b>Support to NGOs in Bosnia and Herzegovina, Croatia, Macedonia, Serbia-Montenegro and Albania in setting up national small grant schemes.</b> Task manager and Steering Committee Member. The scheme focused on support to civil society in their environmental and democratization efforts to ensure public participation in decision-making in the environment and related sectors. Danish EPA/DANCEE.
Balkan countries	July 1999	<b>UNEP's Fact finding Mission to Serbia, Montenegro, Kosovo and Macedonia concerning industrial facilities.</b> Coordinator of the Danish contribution in terms of selection of experts, team mobilisation etc. in cooperation with the Danish Ministry of Foreign Affairs and UNEP's Balkan Task Force. Danish EPA, July 1999.
Slovakia	May, 1999	<b>Project to assist Slovakia in the elaboration of an integrated EU approximation strategy (1st phase).</b> Danish EPA/DANCEE.
EU candidate countries	April- November 1999	<b>Project to assist the EU candidate countries in drafting Terms of Reference for the EU Commissions ISPA programme (Structural Instrument for Pre-Accession).</b> Task Manager. Elaboration of 66 TORs as specified in the Large Scale Infrastructure Facility (LSIF), Project preparation for ISPA. Design and management of project in close cooperation with European Commission DG REGIO (structural funds) and DG External Relations. DEPA representative in the Project Secretariat. April-November, 1999.
Romania	April, 1999	<b>Project to assist Romania in elaboration of a strategy for implementing EU requirements with respect to ambient air quality and requirements on industrial pollution control (IPPC).</b> Project preparation mission. Danish EPA/DANCEE.
Poland	Dec. 1998	<b>Project to assist Poland in the implementation of the Aarhus Convention and the EU's Environmental Impact Assessment requirements (Dir.85/337/EEC).</b> Project identification



Country	Date from - to	Name and brief description of the project
		mission. Danish EPA/DANCEE.
Estonia	Nov. 1998	<b>Project to assist Estonia in the implementation of the Aarhus Convention and EUs Access to Information Directive.</b> Project Preparation Mission. Danish EPA/DANCEE.
European Union	June, 1998	<b>Progress Monitoring on Approximation project;</b> preparation of Implementation Questionnaires for Directives 90/219 and 90/220 on GMOs; sub-consultant to Milieu Environmental Law Consultancy Ltd. Client: European Commission, DG Environment,
Estonia	Nov. 1996-	<b>Project to assist Estonia in the implementation of EU's requirements on industrial pollution prevention and control (Dir. 96/61/EC)</b> Task Manager. Project preparation mission. Danish EPA/DANCEE
Latvia	Oct. 1996-	<b>Project to assist Latvia in the implementation of EU's requirements on industrial pollution prevention and control (Dir.96/61/EC).</b> Task manager. Project preparation mission. Danish EPA/DANCEE.
Bulgaria	June 1996-	<b>Project to assist Bulgaria in the implementation of EU's requirements on industrial pollution prevention and control (Dir.96/61/EC).</b> Task manager. Project preparation mission. Danish EPA/DANCEE.

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**Personal information**

First name(s) / Surname(s) **Søren Hinge-Christensen**  
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Telephone(s) +45 56 40 12 21  
Fax(es) +45 56 40 99 99  
E-mail [SHC@cowi.com](mailto:SHC@cowi.com)  
Nationality Danish  
Date of birth 7 March 1967  
Gender Male

**Desired employment / Occupational field** (remove if not relevant, see instructions)

**Work experience**

Dates	2001-present
Occupation or position held	Project manager
Main activities and responsibilities	EIA of different construction works. Site supervision and design in nature restoration projects in Denmark and abroad. GIS.
Name and address of employer	COWI A/S, Denmark
Type of business or sector	Private consulting company
Dates	2000-2001
Occupation or position held	GIS Specialist
Main activities and responsibilities	Developing for Arc/Info and ArcView from ESRI, Inc. Developing tools for integrated water and land management system in ArcView and making Internet map server applications in MapObjects IMS
Name and address of employer	DHI Water and Environment, Denmark
Type of business or sector	Private consulting company
Dates	1997-1999
Occupation or position held	GIS Specialist
Main activities and responsibilities	Developing for Arc/Info and ArcView from ESRI, Inc. Is currently developing an integrated water and land management system in ArcView.
Name and address of employer	Danish Hydraulic Institute, Denmark
Type of business or sector	Private consultancy company

Dates 1995-1997  
 Occupation or position held Database Management  
 Main activities and responsibilities Responsible for designing the data model and the workflow for the map production in an Arc/Info environment. Designed a large spatial database using ArcStorm.  
 Name and address of employer Kraks Forlag AS, Denmark  
 Type of business or sector

**Education and training**

Dates 1995  
 Title of qualification awarded MSc Geography  
 Principal subjects/occupational skills covered  
 Name and type of organisation providing education and training University of Copenhagen, Denmark  
 Level in national or international classification MSc  
 Training

**Personal skills and competences**

Mother tongue(s) Danish  
 Other language(s)

Self-assessment European level (*)	Understanding				Speaking				Writing	
	Listening		Reading		Spoken interaction		Spoken production			
<b>English</b>	C1	Proficient user	C2	Proficient user	C1	Proficient user	C1	Proficient user	C2	Proficient user
<b>German</b>	B1	Independent user	B2	Independent user	A2	Basic user	A2	Basic user	A1	Basic user
<b>French</b>	A1	Basic user	A1	Basic user	A1	Basic user	A1	Basic user	A1	Basic user
<b>Swedish</b>	C2	Proficient user	C2	Proficient user	C1	Proficient user	C1	Proficient user	B2	Independent user

Social skills and competences  
 Organisational skills and competences  
 Technical skills and competences  
 Computer skills and competences  
 Artistic skills and competences  
 Other skills and competences

Mr. Søren Hinge-Christensen has extensive experience in designing GIS and database tools for water and nature resource management. Among these he has developed tools for linking hydrodynamic and water quality models with GIS. He has implemented decision support systems and water quality monitoring systems in developed as well as developing countries. Lately he has been engaged in developing GIS methods for impact assessments in relation to EIA and flood mapping. Furthermore, Mr. Søren Hinge-Christensen has gained experience in site supervision of nature restoration projects. His educational specialisation has been analysis of changes in the rural landscape. He has worked extensively with landscape planning issues in Denmark, especially environmental impact assessments. Mr. Hinge-Christensen has an extensive experience from a number of assignments within protected areas management in new EU member states and in Denmark.

Basic computer knowledge: Windows, Word, Excel, Powerpoint, Access  
 GIS knowledge: Experienced ArcGIS and MapInfo user

Driving licence Yes

## Additional information

### Project experience

- Mozambique. Increasing climate resilience in Maputo, Mozambique. Development of a GIS tool for simple flooding analyses in Maputo. Training of staff from MICOA, Maputo Municipality and INGS. Client: Nordic Development Fund. 2011-2012.
- Denmark. Project manager. Feasibility study on abolition of drainage association at Romalt Enge. Client: Randers Municipality. 2011-
- Denmark. Project manager. Study on changes in land use caused by stopped green crop cutting and dredging in danish water courses. Client: The Danish Society for Nature Conservation. 2011-
- Denmark. Project manager. Nature restoration in Holmegårds Mose (raised bog). Client: Danish Nature Agency. 2010-
- Denmark. GIS specialist. Developing simple methods modelling floods caused by high runoffs in water courses. Danish Nature Agency. 2010-2011.
- Denmark. Project manager. EIA of GSM-radio communication system for Banedanmark (Danish railways) . 2010-
- Denmark. GIS specialist. Sub-regional risk of spill Baltic Sea (BRISK). Admiral Navy Fleet. 2009-.
- Denmark. Project manager. EIA for gastransmission pipeline from Egtved to Lille Torup. Client: Energinet.dk, 2009-2010.
- Denmark. Project manager. Impact assessment of mine clearance in a protected coastal area at Skalling Ende in the western part of Denmark for The Danish Coastal Authority. 2008
- Denmark. Surface Water Specialist. Assisted Københavns Energi in an EIA of the consequences of a renewed ground water extraction license. 2008-2010
- Denmark. Water Resources Specialist. Assisted five Danish municipalities in implementing the EU Water Framework Directive into programmes on local level. 2007-
- Denmark. GIS-specialist. Risk assessment - Oil Spill in Danish Sea Areas. Ministry of Defense. 2006.
- Denmark. GIS-specialist. GIS design of Impact Assessment Tool for analyzing benefits and disadvantages of cable-laying of high voltage cables. Energinet.DK. 2006-
- Denmark. Assisting project manager. Scenarios for wetland restoration and management in Aamosen in Denmark. Danish Forest and Nature Agency, 2006.
- Denmark. Geographer. Landscape analysis. EIA for new high voltage transmission line. Energinet.dk. 2006.
- Kenya/Denmark. GIS specialist. Tsunami modelling for the coast of Kenya. Geological Survey of Denmark and Greenland. 2006-
- Denmark. GIS specialist. Assessment impacts on the agriculture if a national park is established in Lille Vildmose in the northern part of Jylland. Lille Vildmoserådet, 2005.
- Russia. Database and GIS Specialist. Development of environmental monitoring programme for the demolition of a former chemical weapon production facility in Novocheboksarsk, Russian Federation, and subsequent thermal treatment and disposal of solid and liquid wastes. Russian Munitions Agency/EU-Tacis Programme. 2003-2004.
- Denmark. Geographer. EIA for new highway between Ris og Vejle. Vejdirektoratet. 2003 2004.
- Denmark. Nature restoration specialist. Design of different scenarios for restoration of a peat bog in Holmegaard Mose. Danish Society for Nature Conservation. 2003-2004.
- Denmark. Geographer. EIA for widening of the highway between Fløng and Roskilde. Vejdirektoratet. 2002 - 2003.
- Denmark. Geographer. EIA for expansion of Roskilde Airport. Københavns Lufthavne, 2003.
- Ghana. Project Manager/GIS specialist. Environmental Sensitivity Map of the Coastal Area of Ghana. Setup of a GIS database with all ecological, socio-economic and physical data related to the coastal zone of Ghana at Environmental Protection Agency (EPA) in Accra. The database is prepared for use in coastal zone management in a broad context, but in this project the main purpose is to create an atlas of the coastal zone of Ghana for use in oil spill contingency planning. GIS training is carried out for the staff in order to build-up the GIS capacity at EPA. . Beneficiary: Environmental Protection Agency (EPA), Accra. Client: UNDP, Ghana. 2003-2004.
- Denmark. Project engineer. Feasibility study for wetland restoration project at Egå River Valley including area survey, technical and biological impact assessment, area analysis, nature- and water quality assessments, hydraulic management and construction. Aarhus Municipality, 2002-
- Ireland. EIA specialist. Review of EIA of South Eastern Motorway Dublin. European Commission, Directorate-General Regional Policy. 2003.

Denmark. Landscape analyst. EIA of new highway to Als. Environmental impact assessment of new road to Als in Southern Jutland. County of Southern Jutland. 2002 -

Denmark. Landscape analyst. EIA of new road, Vinding - Ny Højen - Ødsted. Environmental impact assessment of new road between Vinding and Ødsted. County of Vejle. 2002.

Estonia. Project engineer. Scenarios for wetland restoration and management, Kasari River Delta, Estonia. Feasibility study for wetland restoration in Matsalu Nature Reserve around the river delta of the Kasari River. Design of management plan for reedharvest in protected areas. DANCEE, 2001-2003

Denmark. Project engineer. Feasibility Study for wetland restoration project at Grejs River Valley including complete area survey, technical and biological impact assessment, area analysis, nature- and water quality assessments, hydraulic management and construction. County of Vejle, 2001.

Denmark. Landscape analyst. EIA of Route 18 Brande - Ris. Environmental impact assessment of new road between Brande and Ris in Jutland. The Danish Road Directorate. 2001.

Denmark. Landscape analyst. Baltic Pipe. Environmental impact assessment of gaspipeline across Denmark. DONG. 2001.

Denmark. Project engineer. Nature Restoration in Varde River Valley. Planning, design and tender procedures for re-establishment of natural hydrology in the meadows. Danish Forest and Nature Agency, 2001- 2002.

Bangladesh. GIS specialist. Flood Forecasting and Warning Services (FAP10). Develop method and application for improving existing national digital elevation model in order to increase the accuracy of the flood forecasts. Danida, 1999-2000.

Denmark. GIS instructor. Danida Fellowship Center Courses. Trained staff from environmental authorities from different countries in use of GIS in relations to watershed management and land use planning. Danida, 1998-2000.

UK. GIS developer. Anglian Flow Forecasting Modelling System. Developing map server applications for an internet based application of a general flood and low flow forecasting system using Internet and GIS technology for the Environment Agency, 2000.

Argentina. Project Manager. AIC Information system. Implementing a hydro-meteorological information system for a water authority (AIC) managing the rivers Limay, Neuquén and Río Negro in Patagonia. 2000.

GIS Analyst. Integrated Catchment Simulation. Developed a GIS module for connecting a river model (MIKE 11), a sewer system model (MOUSE) and a treatment plant model (STOAT) for execution of sequential and parallel simulations. 1998-1999.

Philippines. GIS and landscape analysis. Strategy for Improved Watershed Resources Management in the Philippines. Trained staff from the Department of Environment and Natural Resources (DENR) in Manila in land classification analysis using GIS and a soil erosion assessment module. Participated in a workshop about formulation of a strategy and methods for improved watershed management. 1998.

Czech Republic. GIS specialist. Water quality modelling. Trained staff in implementing the non-point pollution module in a Decision Support System for the entire Czech Republic. 1998.

Denmark. GIS Specialist. AGROVAND project. Contributed to the design programming implementation of Agrovand; a GIS based set of tools for interacting with land base and water resource data. The GIS tools include interacting and accessing hydrological and hydrodynamic model results and statistical interpolation of data of monitored data. 1997-date.

Denmark. GIS specialist. Kraks maps on the internet. Responsible for preparing data for interactive search from a website, where the client can search directly in a seamless map database served by a MapObject internet server. 1997.

Denmark. Project manager. Geocode Centerlines in Copenhagen. Responsible for applying road centerlines with information for network analysis and address matching. 1997.

Denmark. Project manager. ArcStorm-database. Creating a seamless ArcStorm database covering Copenhagen and its surroundings in 1:10,000. Responsible for the quality control and improving accuracy in the centerline data. 1996-1997.

## Annexes

None



## **Publications**

Agrovand. A GIS application for integrated land and water resources management. Hydroinformatics 98, vol. 1. Proceedings of the third international conference on Hydroinformatics, Aug. 24-26, 1998. Copenhagen, pp 519-524., Hinge-Christensen, S., 1998

Vedvarende græsarealer i kulturlandskabet – udvikling og stabilitet (= Permanent pastures in the cultural landscape – development and stability). Master thesis from Institute of Geography, University of Copenhagen., Hinge-Christensen, S. & Johansen, Fl., 1995

## Europass Curriculum Vitae



### Personal information

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Date of birth

23 May 1956

Gender

Male

### Occupational field

**Assistant Director**

### Work experience

Dates

1987 – Now

Occupation or position held

Assistant Director

Main activities and responsibilities

- ▶ Highly experienced assistant director in Ernst & Young Transaction Advisory Services who specialises in project work for large and medium-sized multinational companies.
- ▶ Has project managed many large multi-sector teams on international assignments for PE and corporate clients
- ▶ Main focus is in consumer products industries with particular expertise in Aquaculture, Fish Processing and other Agri-business sectors.

Experience:

**Industry reviews:**

- ▶ *The Crown Estate (public sector) – Review of rental regime for the Scottish fish farming industry (2007)*
- ▶ *Highlands & Islands Enterprise (public sector) – Review of Current trends in the Scottish Salmon Farming Industry (2005)*
- ▶ *US Investment Bank – Review of the global salmon-farming and Norwegian pelagic and white fish industries (2003)*

**Aquaculture transactions:**

- ▶ Transaction support for many salmon farming acquisitions for Scottish, Chilean and Norwegian producers, including: Marine Harvest ASA, Scottish Sea Farms Ltd, Grieg Sea Farms Ltd, Scottish Enterprise, Labeyrie (now Alfesca) (2000 to 2008)
- ▶ Transaction support for potential EU cross border deal involving companies in the fish processing and shellfish industries (2008)

**Other Agri sector transactions:**

- ▶ Nutreco Holdings NV (Dutch agri-business) - due diligence on various international

	<ul style="list-style-type: none"> <li>acquisitions and disposals of feed and fish farming businesses (2000 to 2004)</li> <li>▶ Grampian Country Chickens – sell side due diligence on agri business (2007)</li> <li>▶ James Finlay plc – reporting accountant on profit forecast of tea plantations business (2000)</li> <li>▶ Maviga Limited (supplier of pulses and seeds) (2008)</li> </ul>
Name and address of employer	Ernst & Young LLP, 50 George Square, Glasgow G2 1RR
Type of business or sector	Financial consulting
<b>Education and training</b>	
Dates	1974 – 1978 (university degree in Arts); 1978 – 1981 (Professional accountancy qualification)
Title of qualification awarded	Master of Arts; Chartered Accountant
Principal subjects/occupational skills covered	Arts – English and Philosophy; Professional - Accountancy
Name and type of organisation providing education and training	University of Glasgow; Institute of Chartered Accountants of Scotland
<b>Personal skills and competences</b>	
Mother tongue(s)	English
Other skills and competences	<ul style="list-style-type: none"> <li>▶ Project management of large/complex due diligence assignments (buy and sell side) and providing other valuation-related services.</li> <li>▶ Past experience as a UK Government (DTI) Inspector investigating insider dealing allegations.</li> <li>▶ Performing industry reviews for private companies and government bodies.</li> </ul>





## Europass Curriculum Vitae



### Personal information

First name(s) / Surname(s) **Gilles Scognamiglio**  
Telephone(s) +33 2 51 17 43 32 Mobile: +33 6 08 74 62 67  
E-mail gilles.scognamiglio@fr.ey.com  
Nationality French

### Employment / Occupational field

#### Port and airport expert

#### Work experience

Occupation or position held	Partner, Ernst & Young Advisory
Years	1992 - present
Main activities and responsibilities	Responsible for port and airport activities for Ernst & Young France
Name and address of employer	Ernst & Young
Type of business or sector	Professional Services

- Port Autonome de Strasbourg : information system master plan
- Port Autonome de Guadeloupe : information system master plan
- GPM Havre : re-organisation of maintenance services, réorganisation des services de maintenance, Diagnostic of the Computerized maintenance management system of Port 2000, Assistance in information system developments
- GPM Rouen : assistance in the creation of a maintenance subsidiary
- GPM Nantes : assistance in the creation of a maintenance subsidiary
- CCIS : Development of document relating to the strategy for coordination and development of investment projects and promotion of ports
- GPM Havre : re-organisation of maintenance services in a reform context
- VNF : information system master plan
- GPM Rouen : assistance in the creation of a maintenance subsidiary
- GPM Nantes : assistance in the creation of a maintenance subsidiary
- GPM Nantes : reflection on multimodality
- GPM Nantes : DSP of the RORO platform
- Port de Calais : definition of new pricing
- Port de Calais : creation of a port company
- Port Autonome de la Guadeloupe : assistance in the development of a business plan for a new container terminal

### Education and training

Title of qualification awarded	Chartered Accountant
Name and type of organisation providing education and training	High French Business School Leeds Metropolitan University

**Personal skills and  
competences**

Mother tongue(s) **French**

Other language(s) **English (fluent)**

Technical skills and competences

- Information Systems
- Performance Optimisation
- Finance
- Strategy
- Information Systems
- Organisation

## Europass Curriculum Vitae



### Personal information

First name(s) / Surname(s) **Christian Mion**  
Telephone(s) +33 1 46 93 65 47 Mobile: +33 6 86 42 25 77  
E-mail christian.mion@fr.ey.com  
Nationality French

### Employment / Occupational field

#### Mining sector expert

#### Work experience

Occupation or position held	Senior Partner
Years	1990 - present
Main activities and responsibilities	Head of Mining and Metals
Name and address of employer	Ernst & Young
Type of business or sector	Professional Services

- Christian Mion has over 25 years of experience with major companies
- He is one of the nine members in the E&Y Global Mining Team covering Continental European countries and Africa
- He is also EMEIA Advisory mining leader, Framalux mining leader, and the co managing partner of the Australian/EMEIA mining initiative in Africa (Australian investments into Africa) as well as the North America/EMEIA mining initiative in Africa (North America Mining investments in Africa)
- He is Global Coordinating services Partner for Rio Tinto EMEIA/FRALUX : coordination and management of 23 partners (TAX, LEGAL, Audit, Advisory Partners)
- He leads several main Advisory and audit assignments of top mining clients (Vale, Freeport, Newmont, Rio Tinto...)
- Being member of the E&Y Global Mining Team he coordinates all Global Policies (Worldwide policies) regarding all mining assignments (HG, Mid Class and Junior companies).
- He has worked with the following clients:
  - TOTAL
  - RIO TINTO
  - NEWMONT
  - ALCOA
  - DE BEERS
  - BNP
  - SGBG
  - Various Governments (Guinea, Republic Democratic of Congo, Mauritania, Sierra Leone, France, Belgium, Madagascar, Algeria...)

### Education and training

Title of qualification awarded Engineer, CPA

Name and type of organisation providing education and training | University of Mons, Belgium  
External training – Harvard University

**Personal skills and competences**

Mother tongue(s) | **French, Dutch**

Other language(s) | **English (fluent)**

Technical skills and competences

- Member of the Ernst & Young Global mining team
- Legal referee
- International referee



## Europass Curriculum Vitae

### Personal information

First name(s) / Surname(s)	<b>First name(s) Surname(s) Søren Arthur Jensen</b>	
Address(es)	Parallelvej 2, DK 2800 Kongens Lyngby	
Telephone(s)	+45 5640 2211	Mobile: +45 5151 4298
	+45 5640 2819 dir.	
Fax(es)	+45 5640 2212	
E-mail	<a href="mailto:saj@cowi.dk">saj@cowi.dk</a>	
Nationality	Danish	
Date of birth	27.09.1950	
Gender	Male	

### Occupational field

For more than 35 years, Mr. Søren A. Jensen has worked within the wind energy sector covering all phases from wind resource measurements and assessment, wind farm layout, planning and design of wind farm projects, specification of wind turbine technology. Mr. Jensen has experiences on onshore and offshore wind energy.

Mr. Jensen has assisted governments in preparation of renewable energy master plans for implementation of renewable energy technologies including assessment of renewable energy resources and outline of framework for supporting the market and the industrial development within the renewable energy sector. The activities carried out for governmental authorities have also included capacity building on knowledge regarding renewable energy utilisation.

During the last ten years Mr Jensen has also been working on renewable energy projects covering studies for utilisation of other renewable energy resources as solar and biomass for various applications.

Mr. Jensen has an extensive experience as Project Manager for planning, design and implementation of wind power plants and has a detailed knowledge of tendering procedures and contract management and Quality Assurance management. He has been working with complex renewable energy projects in many countries world-wide carried out for governments, donor organisations, banks and private investors.

### Work experience

Dates	2012
Occupation or position held	Project manager, Off shore wind power expert
Main activities and responsibilities	Assessment of the technical and economical feasibility for installation of a near shore wind farm near the harbour of a city in Denmark (Køge). The assignment included review of the existing planning issues for the area and preparation of a business case for the project. The responsibilities included collection of technical data and calculation of energy output and production costs.
Name and address of employer	Municipality of Køge
Type of business or sector	Consultancy services within the maritime and energy sectors
Dates	2011
Occupation or position held	Off shore wind power expert
Main activities and responsibilities	Preparation of conceptual design of an off shore wind farm in order to determine the production costs for a 300 MW off shore wind farm. The activities included collection of maritime data such as off shore wind data, wave data and bathymetric and geological data and information. The responsibilities included wind farm micro siting and performance estimates.
Name and address of employer	Copenhagen Energy

Type of business or sector Consultancy services within the maritime and energy sectors

Dates 2010-2011

Occupation or position held Off shore wind power expert

Main activities and responsibilities Screening of potential sites for installation of offshore wind power plants at Copenhagen. Sites for more than 900 MW were identified based on analysis of wind conditions, soil conditions, biological data, ship- and air traffic and other interests (fisherman, yachting) in the offshore area. Responsibilities included identification of specific sites with potential for installation of off shore wind farms taking into account all restrictions and interests.

Name and address of employer Municipality of Copenhagen

Type of business or sector Consultancy services within the maritime and energy sectors

Dates 2009

Occupation or position held Project manager and off shore wind power expert

Main activities and responsibilities Evaluation of off shore sites for 100 MW wind farm in Bohai Bay in China. The responsibility included review of available maritime data and information and calculation of energy output as well as construction cost estimates.

Name and address of employer Wind turbine manufacturer and an industrial company

Type of business or sector Consultancy services within the maritime and energy sectors

Dates 2008

Occupation or position held Project manager, off shore wind power expert

Main activities and responsibilities Assessment of potential sites for off shore wind farms along the Portuguese. Collection and analyse of wind data, geotechnical and environmental information as well as mapping of interests in offshore areas. Base don analysis areas for installation of up to 300 MW wind farms were identified. The responsibilities included meetings with the off shore authorities including geotechnical, meteorological and maritime institutes.

Name and address of employer Portuguese power company

Type of business or sector Consultancy services within the maritime and energy sectors

### Education and training

Dates September 1976

Title of qualification awarded Master of Science

Principal subjects/occupational skills covered Mechanical engineering, fluid dynamics, wind energy

Name and type of organisation providing education and training Technical University of Denmark

### Personal skills and competences

Mother tongue(s) **Specify mother tongue: Danish**

Other language(s)

Self-assessment

European level (\*)

**Language**

**Language**

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
C2	English	C2	English	C2	English	C2	English	C2	English
B1	German	B1	German	B1	German	B1	German	B1	German

(\*) Common European Framework of Reference for Languages

Social skills and competences	Use to work in complex projects world wide and is familiar with social gathering with people of different culture and background
Technical skills and competences	Using programmes for wind atlas calculations and wind farm design and micro siting of wind farms
Computer skills and competences	Familiar with standard office programmes.
Artistic skills and competences	Muisician
Other skills and competences	Comprehensive experience in Quality Management achieved as Quality manager on large infrastructure projects Travelling experience
Driving licence	I hold driving licence for car and motorbike
<b>Additional information</b>	Through many years of professional work within the wind energy sector, on land as well as off shore, I have a large national and international net work. Include here any other information that may be relevant, for example contact persons, references, etc. (Remove heading if not relevant, see instructions)
<b>Annexes</b>	List any items attached. (Remove heading if not relevant, see instructions)



## Curriculum Vitae

<b>Name</b>	Arne Kvist Rønne
<b>Specialisation</b>	Leadership, Public Administration, Evaluation, Decision-making Processes, Organisational Review, Institutional Strengthening.
<b>Nationality</b>	Danish
<b>Year of Birth</b>	March 1965
<b>Civil Status</b>	Married, two children
<b>Education</b>	MSc in Political Science (Cand.scient.pol), University of Aarhus, 1996
<b>Years with the Firm</b>	16
<b>Key Qualifications</b>	Arne Kvist Rønne has a strong academic background in political science, including public administration, evaluation, decision-making processes, organisational review and public policy analysis.

Mr Rønne is Head of Department of Evaluation, Communication & Organisation.

Mr Rønne's professional experience comprises the following horizontal areas: organisational development, strategy development, institutional design, actor analysis, analysis of administrative and political decision-making processes, qualitative research, and development of analytical toolkits. He is an experienced team leader on multi-disciplined assignments and has implemented several projects on behalf of municipalities, ministries, donor organisations and international organisations. He has obtained broad sector experience in transport, environment, energy, water, and housing among others. His assignments have primarily dealt with policy analysis and strategy development, scenario formulation and analysis, sector analysis, and social, economic and environmental assessments. Mr Rønne has extensive experience in communication through his former employment as a journalist.

Country experience: Belarus, Belgium, Bulgaria, Croatia, Czech Republic, Denmark, England, Estonia, France, Germany, Latvia, Lithuania, Norway, Poland, Portugal, Russia, Slovakia, Spain, Sweden, The Netherlands, Russia, Ukraine.

<b>Language</b>	<b>Speaking</b>	<b>Reading</b>	<b>Writing</b>
Danish	Mother tongue		
English	Excellent	Excellent	Excellent
German	Fair	Fair	



**Memberships** European Association of Environmental and Resource Economists  
Danish Association of Lawyers and Economists (DJØF)

**Employment record**

<b>Period</b>	<b>Employer</b>	<b>Position</b>
2009-	COWI AS, Copenhagen, Denmark, Department of Evaluation, Organisa- tion and Communication	Head of Department
2008-2009	COWI AS, Copenhagen, Denmark, Department of Evaluation and Go- vernance	Head of Department
2004 - 2008	COWI AS, Copenhagen, Denmark, Department of Public Administration and Law	Chief Project Manager
2000 - 2004	COWI AS, Copenhagen, Denmark, Department of Environmental Eco- nomics and Environmental Regula- tion	Section Manager, Project Manager
1996 - 2000	COWI AS, Copenhagen, Denmark, Department of Environmental Eco- nomics and Environmental Regula- tion	Institutional Specialist
1996	Danish Council of Ecology	Project Economist. Responsible for the project "The Ecological Space"
1995	The Open University of Aarhus, Co- penhagen	Lecturer
1988 - 1990	Idé Politik, Copenhagen	Journalist
1986 - 1987	Jyske-Vestkysten, Esbjerg	Journalist

**Selected Assign-  
ments**

The assignments are grouped as follows:

- Evaluation and impact assessment
- *Organisational review & development*
- Strategy development, scenario development and analysis
- Policy analysis and implementation - environment and sustainability
- Policy analysis and implementation - transport
- Policy analysis and implementation - general
- Policy-making, decision-making and budgetary processes

**Evaluation and  
impact assessment**

All EU-countries, third countries. EU Programme Expert. **Mid-term evaluation of the LIFE financial mechanism.** A comprehensive mid-term review of the LIFE financial mechanism that is aimed at co-financing a broad range of nature and environmental projects, cf. the Birds and Habitats directives. The

evaluation covers more than 2000 projects implemented in 30 countries. Client: DG Environment. 1 mm. 2008-2009.

All EU-countries. Project manager. **Assessment of the impact of the 6th Framework Programme on new member states.** The study evaluated the involving participation of the 12 new EU member states into the European research Framework Programme 6. The study had a scoping analysis and five country studies as its main components. Client: DG RTD. 3 mm. 2008-2009.

All EU countries. Institutional expert. **Global Assessment of the potential impact of a ban on products derived from seal species.** A study aiming at providing the Commission with information to draw conclusions on the impact and necessity of an import ban on products from seal species. The output consisted of balanced, objective recommendations and conclusions serving as input to a Commission impact assessment. The study included fact-finding, impact assessment, stakeholder consultation and the implementation of a very significant public e-survey (more than 70,000 answers recorded). Client: DG ENV. 2 mm. 2007-2008.

All EU countries. Policy process expert. **Intermediate evaluation of the Advisory Committee for Fisheries and Aquaculture (ACFA).** An evaluation of ACFA with special focus on representation, effectiveness and efficiency. Including a comprehensive stakeholder consultation. Client: DG FISH. 0.5 mm. 2007-2008.

Lithuania, Slovakia, Belgium. Project Manager. **Mid-term evaluation of the decommissioning assistance to Lithuania and Slovakia provided under the protocols to the Treaty of Accession.** The evaluation concerned the financial assistance committed by the European Commission to the decommissioning of the assistance programme for nuclear power plants in Lithuania and Slovakia. It was the overall objective to verify that the assistance was based on a coherent strategy and to document the overall results of the assistance programme. In doing so it will be an evaluation of the set-up and organisation of the assistance programme(s), the objectives, delivery mechanisms and its overall progress. Client: EU, DG-TREN. 3 mm. 2007-2008.

All EU-countries, Belgium. Project Manager. **Ex-post evaluation of transport RTD projects funded under the 5th FP (contracts 1999 - 2002) by DG TREN.** The evaluation covered 147 projects funded under the so-called Key Action 2: "Sustainable Mobility and Intermodality" of the GROWTH programme of the Fifth Framework programme. The evaluation documented the main results and the relevance of the projects against the EU policies of sustainable mobility (Common Transport Policy) and the EU research policy. Client: EU, DG-TREN. 2 mm. 2007-2008.

Luxembourg. Project Manager. **Evaluation of Cross-border TEN projects - Impacts of large infrastructure projects on regional development.** The project comprised an evaluation of three TEN-T and three TEN-E projects with a particular focus on the regional impacts of the projects. The development of an ex-post regional impact assessment methodology was included in the

assignment along with a review of the EIB's existing procedures for evaluating regional impacts. Client: European Investment Bank, EIB. 2 mm. 2006.

Belgium. Project Manager. **Evaluation of the Galileo Project.** Galileo is the first satellite positioning and navigation system specifically designed for civil purposes. The project that was initiated by the European Union attracted considerable political and economic attention as well as attention from industry and research communities across Europe. The Galileo programme comprised four phases, and the objective of this mid-term evaluation was to assess the implementation of the development and deployment phase (second phase and third phase) over the period 2002-2004, i.e. to see how well the activities undertaken had achieved the global objective of the Galileo programme. The evaluation also covered the range of 'traditional' ex post evaluation questions of effectiveness, efficiency, impact, and sustainability of the intervention. Client: EU, DG-TREN. 2 mm. 2006.

Denmark. Project manager. **Evaluation of the consultancy services provided by the Danish Transport Research Institute (DTF).** The Danish Transport Research Institute is a research institute under the Ministry of Transport and Energy with the aim to strengthen transport research within the fields of transport safety and risk as well as transport economics and transport modelling. The evaluation analysed how the users of the institute, ministries, other public bodies and transport organisations, perceived the institute and valued the consultancy service provided by the research institute. Client: Danish Ministry of Transport and Energy. 1 mm. 2005.

Belgium. Project Manager. **Ex-post evaluation of all completed actions funded under the Sustainable Mobility Programme during 1997-2004.** The evaluation was carried out as an ex-post evaluation covering in principle all the projects completed under the programme from 1997 to 2004 (appr. 300). The objective was to evaluate how well the projects had contributed to the achievement of the overall objective of the Sustainable Mobility Policy and the objective of the Common Transport Policy (CTP) as formulated in the White Paper "European Transport Policy for 2010: Time to Decide". Based on the findings, recommendations were given in order to ensure that future projects comply with the overall objective of the Sustainable Mobility Policy and the CTP. Client: EU, DG-Energy and Transport (Lot 2, ref. TREN/A1/17-2003). 3 mm. Sep. 2005-March 2006.

Organisational  
review and  
development

Norway. Organisational expert. **Organisation, Management and Effectiveness on two drilling rigs.** For Maersk Contractors Norway, COWI undertook a study on how to improve organisation, management and effectiveness on two of its drilling rigs in the North Sea. Both rigs have a staff of approx. 180 working in three shifts and the challenges are many: high technical complexity, many different types of staff, from semi-skilled to highly skilled, three-shift rotation and the correspondence between on-shore and off-shore management. The project analysed challenges and proposed a range of initiatives targeting all aspects of top management, such as leadership development, meeting structures, new working procedures and organisational culture. Client: Maersk Contractors Norway. 1 m. 2006-2007.



Denmark. Organisational expert. **Strengthening of the Nuclear Division of Danish Emergency Management Agency.** For the Danish Emergency Management Agency, COWI reviewed the Nuclear Division (functions, responsibilities, operations and management, structure) with a view to describing and implementing an organisational development process. As part of the review, an international benchmarking of several countries' nuclear divisions was undertaken. Client: Danish Emergency Management Agency (Ministry of Defence). 1 mm. 2006-2007.

Kaliningrad Oblast. Policy analyst: **Socio-economic development, Kaliningrad Oblast.** The objective of the project, which was requested by the Kaliningrad Oblast Administration (KOA), was to assist the Department of Economic Development and Trade (DEDT) within the KOA in developing and implementing the forthcoming Complex Action Plan for Kaliningrad Oblast 2005-2007 through a coaching and twinning arrangement that introduced analytical and organisational tools applied within the EU. Services included Strategic Planning, LFA, SWOT, economic analyses, financial analyses, regression analyses, small business development, public budgetting, comparative analyses (benchmarking), organisational review, administrative reform and legal advice. Client: Danish Ministry of Foreign Affairs. 0.7 mm. 2002-2005.

Strategy development, scenario development and analysis

Ministry of Food, Agriculture and Fisheries. **Socio-economic analysis of the importance of recreational fishing in Denmark.** Project Manager. A comprehensive socio-economic and administrative analysis of the importance and practice of recreational fishing in Denmark. The project consists of a statistical analysis, preference analysis, an analysis relating to national economy and a segment analysis. The project is carried out in cooperation with Institute of Food and Resource Economics and University of Southern Denmark. 2 mm. 2009.

Central Denmark Region. Project Manager. **Mega-project on foodstuffs of the future.** A strategy process through which COWI jointly with a high-level work group identified and analysed a number of priorities and action points that the Central Denmark Region should focus on in its future efforts to become the leading Danish region for foodstuff production. The project contained market analysis, Delphi-e-survey, facilitation, process management and communication. 4 mm. 2007.

The Netherlands, Germany, Denmark. Project Manager: **Development of Wadden Sea Region specific Sustainability Indicators.** A 3-level indicator framework comprising 125 indicators was developed to reflect the Wadden Sea Forum strategy paper 'Breaking the Ice'. All indicators were presented in easy-to-use excel spreadsheets, and the project also produced a manual providing guidance on maintenance and updating of the set of indicators. Client: Wadden Sea Forum. 0.5 mm. 2007.

Denmark. Project manager. **Development of a tourism strategy for the Copenhagen South area.** In close cooperation with local and regional stakeholders, the project developed a tourism strategy for the four municipalities (Greve, Solrød, Køge, Ny Stevns) that make up the Copenhagen South cooperation. The strategy covered 1) tourism profile and products, 2) marketing strategy, and 3) the organisation of the various tourism organisations. Client: Copenhagen South/Køge Municipality. 1 mm. 2007.

Denmark. Project Manager and Process Facilitator. **Development of a concept for a new Roskilde-Lejre National Park.** The aim of the project was to guide and facilitate the municipalities of Roskilde, Lejre, Hvalsø and Bramsnæs through an intense process of developing a National Park concept for the Ministry of Environment. Client: The Danish Outdoor Council (Friluftsrådet). 6 mm. 2004-2005.

The Netherlands, Germany, Denmark. Project Manager. **Development of a Wadden Sea Sustainability Strategy.** The objective was to make an inventory including a review of international and national sustainable development strategies which could be used to outline the main elements of a Wadden Sea region sustainable development strategy. Analysis of the concept of sustainability. Description of the Danish national sustainability strategy and comparison of the Danish, German and Dutch sustainability strategies. Presentation of economic theories of sustainability. Analysis of the historical and the future impact of the concept of sustainability. Presentation of various appraisal methods and discussion of the concurrence with sustainability. Finally, the main element of a Wadden Sea Sustainability Strategy was outlined. Client: Wadden Sea Forum Secretariat. 2 mm. 2003-2004.

Denmark. Project manager. **Regional-economic study of scenarios for development of the agricultural sector in Viborg County.** The study analysed the economic consequences of five scenarios each of which emphasised either environmental, nature, technological or productivity concerns. The study was undertaken in close cooperation with a working group of experts and regional politicians. Client: Viborg County. 1.5 mm. 2004-2005.

Denmark. Institutional Analyst. **Green Technology Foresight.** COWI assisted a panel of high level members with analytical studies and process consulting. The analytical studies included surveys of a number of topics such as present and future environmental problems, competences of research and development as well as production in the Danish innovation system. Moreover, the foresight outlined the institutional barriers and opportunities on the market, the political situation etc. to green technologies. Client: Ministry of Science, Technology and Innovation. 2 mm. 2002-2003.

Policy analysis and implementation - environment and sustainability

The Ukraine. Institutional Analyst/Economist. **Strengthening of Environmental Funds in the Ukraine.** The objective of the project was to strengthen the capabilities of the Environmental Funds in the Ukraine in order to act as vehicle for environmental financing in accordance with the OECD "St. Petersburg Guidelines". The project had two immediate objectives: (i) to develop regulations for the operation and management of the National Environmental Fund of



Ukraine and two regional environmental funds and (ii) to develop and implement a best practice guide for project cycle management within these. Client: The Ukrainian Ministry of Environment and Natural Resources. Client: The Danish Environmental Protection Agency. 3 mm. 1998-1999.

Latvia. Institutional Analyst. **Persistent Organic Pollutants (POPs) Phase-out in Latvia.** Assistance to the Latvian Government in preparing for the signing/ratification of the Aarhus POPs Protocol and for accession to the Stockholm Convention on POPs. The project assisted in preparing a POPs inventory and developing an implementation strategy and action plan to meet the obligations related to the Protocol and Convention. For the other two Baltic States, Estonia and Lithuania, and the Russian Federation the project made a reconnaissance survey of the POPs status in the relevant countries. Client: The Danish Environmental Protection Agency. 0.5 mm. 2001-2002.

The Ukraine. Project Manager. **Strengthening of Environmental Funds in Ukraine at Regional Levels.** The project aimed at enhancing environmental financing in the Ukraine by way of strengthening the system of environmental funds. Recognising that it was not appropriate to have numerous environmental funds operating in the Ukraine, as was the situation during the project period (which has been common practice), the project identified a number of particularly promising funds at regional level (4-7 funds) and included these in a comprehensive training programme to improve their project management and organisational capacities. Moreover, the project assisted the Ukrainian authorities in preparing 1-2 investment projects which were to be co-financed by international sponsors and the Ukrainian environmental funds. Finally, a concluding Strategy Paper, addressing the development of the environmental fund system in Ukraine, was prepared. One of the main outputs was a comprehensive set of Project Cycle Guidelines for the Donetsk Oblast Environmental Fund. Client: The Ukrainian Ministry of Environment and Natural Resources. Client: Danish Environmental Protection Agency. 4 mm. 2000-2003.

Belarus. Institutional Specialist. **Assistance to Belarus in the Implementation of the Aarhus Convention.** The project supported Belarus in the implementation of the first pillar of the Aarhus Convention on access to environmental information. The project focused on legal, economic and practical aspects of the implementation. The practical aspects included e.g. communication strategy, development of guidelines for government officials and production of various kinds of information material. Client: Danish Environmental Protection Agency. 0.5 mm. 2002-2003.

Croatia. Project Manager. **Assistance to Croatia in the Implementation of the Aarhus Convention.** The project assisted the Croatia Ministry of Environmental Protection and Physical Planning (MEPPP) in building the framework of regulations and administrative systems necessary to implement the Aarhus Convention (Pillars I and II) and the corresponding EC directive. It further assisted the MEPPP in building the capacity to develop and carry out information policy on environmental matters. The project included legal gap analysis, public sector cost analysis, the development of a ministerial information strategy, the design of a charging model, user-friendly presentation of environmental data on the web, and the development of an inventory of environmental information in Croatia. Client: Danish Environmental Protection Agency. 4 mm. October 2001-2002.

nia. Institutional Analyst and Environmental Economist. **Implementation in Estonia of the Aarhus Convention on Public Participation in Environmental Policy-making.** The project comprised e.g. a legal gap analysis, process consultation, training of public officials and a pilot project. Mr. Rønneft was in charge of producing a discussion paper on the challenges of implementing the Convention in the light of the current political and administrative culture in Estonia. He also outlined a system of charges aiming at recovering costs that can be demanded in order to give the public access to information, cf. the Aarhus Convention on Access to Information. Client: The Danish Environmental Protection Agency. 1 mm. 1999-2000.

Russia. Project Manager. **Review of Documents on Nature Protection in Russia.** The project involved a review of a number of project documents produced in the course of the project "Contribution Towards a Sustainable Russia – Putting Protected Areas in a Regional Context". These documents described various proposals and initiatives aimed at the strengthening of four so-called zapovedniks (national parks). Client: Wide Fund for Nature, Denmark. 1 mm. 1999.

Denmark. Policy analyst. **The Danish Noise Policy - Principles and Institutional Set-up.** As part of the development of Latvian approximation programmes for EU legislation concerning noise (MC-108), the Danish noise policy was described. This included a description of how the EU-directives on noise were implemented in Denmark. Subconsultant to Soil and Water Ltd, Finland. Client: The European Commission, Phare Programme, DISAE. 1 mm. 1999.

Denmark. Institutional Analyst/Economist. **Economic instruments in Environmental Protection - The Danish Experience.** The project provided an overview and a comprehensive analysis of the use of economic instruments in environmental protection in Denmark. The project focused on aspects of particular relevance in the CEE countries such as enforcement issues and institutional aspects. The project contained a detailed case study on the energy sector. Client: The Danish Environmental Protection Agency. 2 mm. 1998-1999.

Denmark. Institutional Analyst. **The Use of Charges on Hazardous Chemicals.** The project comprised the development of a screening model for deter-



mining in which cases environmental charges can be used as a policy instrument in the regulation of hazardous chemicals. The screening model focused on the administrative aspects of using charges. The screening model was applied to a number of chemicals. Furthermore, the study comprised an examination of previous experience in the Nordic countries in using charges on particular hazardous chemicals. Client: The Danish Environmental Protection Agency. 1 mm. 1997-1998.

The Czech Republic. Institutional Analyst. **Institutional Strengthening and Support for the Implementation of Economic Instruments in the Environmental Policy of the Czech Republic.** The overall objective of the project was to identify means by which to enhance the efficiency of the Czech environmental policy in terms of choice and design of instruments, as well as the administrative and organisational features related to the implementation of economic instruments. The specific focus of the project was assessment of the possibilities of introducing an ecological tax reform as part of the environmental policy, including an assessment of the impact of new energy taxes on various sectors and socio-economic groups and an assessment of the environmental impacts of "green taxation". Client: The Environmental Ministry of the Czech Republic. Client: The Danish Environmental Protection Agency. 2 mm. 1996-1997.

Central and Eastern Europe. Economist. **Environmental Implications of the Approximation of Central and Eastern European Countries to the EU.** The Study comprised Slovenia, The Czech Republic, Slovakia, the Baltic States, Bulgaria, Romania, Hungary and Poland. For each of these countries an in-depth analysis of the current situation was prepared. The Study included an assessment of the benefits and costs for these countries to implement current EU environmental legislation, and an assessment of the current legislative and institutional framework as well as an environmental assessment for each of the countries. On this basis, the study assessed the environmental benefits to be achieved from approaching the EU legislation and provided an assessment of the investment costs which must be incurred in order to comply with the legislation. Client: The Danish Environmental Protection Agency. 1 mm. 1996-1997.

Policy analysis and  
implementation -  
transport

Sweden, the Netherlands, Denmark, and England. Project Manager: **International Comparison of the Integration of Environmental Concern into Transport Infrastructure Decision-making Processes.** The project compared the integration of environmental concern into decision-making processes in the transport sector focusing on road infrastructure investment projects. Client: Danish Ministry of Transportation. 3 mm. 2003-2005.

Central and Eastern Europe. Institutional Analyst. **Transport, Environment and Health in Central and Eastern Europe.** The project supported the countries and the international community in approaching the challenges of developing integrated transport policies in the CEE region which explicitly take into account the environmental and health aspects related to transport. To facilitate and promote a pro-active approach, the study focused on future trends, challenges and the options for adequate policy responses. Moreover, it provided a



review of the current state of affairs. Case studies were conducted for Prague (Czech Republic) and Sofia (Bulgaria). Client: Danish Environmental Protection Agency. 2 mm. 1999.

Denmark. Institutional analyst: **The Anatomy of Traffic Growth - Evaluation of Driving Forces behind Traffic Growth in Denmark.** Applying an interdisciplinary approach, the project analysed four explanatory frameworks all of which add to our understanding of determinants of traffic growth. 23 determinants were identified and classified as economic determinants (8), sociological determinants (5), political-institutional determinants (6) and planning and structures (4). The study showed that mobility needs are deeply embedded in modern society and everyday life, and that there are many and strong determinants behind traffic growth; thus the need for cross-sectoral mitigation measures are underlined. Client: Danish Road Directorate. 3 mm. 1999-2000.

The European Union. Business Analyst. **Financing of Infrastructure Investments (INTRAFIN).** The purpose of the study was to develop adequate and realistic financing schemes for TEN infrastructure projects, including, but not confined to, approaches on Public-Private Partnerships. The study centred on the choice of financing frameworks for complex trans-national infrastructure projects, methods of reducing design and appraisal uncertainties and managing procurement and tendering procedures. The study was based on case studies in Denmark, Greece, Hungary, Spain and UK. Client: European Commission DGVII and the Danish Transport Council. 1 mm. 1997.

Policy analysis and implementation - general

Denmark. Quality assistance expert. **Relocation of national institutions.** The project objective was primarily to carry out an economic analysis of the consequences of relocation of seven selected national institutions to Jutland-Funen. Secondly to carry out an analysis of the match between the national institution and locality. The analyses were to serve as a well-founded professional basis for the political debate. Jysk-fynsk Erhvervssamarbejde. 4 mm. 2005.

Denmark. Project Manager. **Evaluation of the Position of the County of Funen in Relation to Location of Danish State Authorities.** Based on a number of criteria for the geographical location of state authorities, the evaluation assessed whether selected Danish state authorities could maintain high performance *and* contribute to the regional socio-economic development if located in Funen. Client: The County of Funen. 2 mm. 2002.

Denmark. Institutional Analyst: **A Study of Privatisation of Housing in Copenhagen.** The aim of the study was to summarise experiences on the privatisation of the housing sector in Copenhagen. The subject was the role of residents in newly-funded co-operative housing societies in Copenhagen. It concerned the changes experienced by residents when their role as tenants in communally owned apartments changed to that of owners of their own apartment in a co-operative housing society. The study focused on a number of topics such as democratic involvement, social and economic behaviour etc. The method used to describe the fundamental changes was based upon qualitative interviews and

focus group interviews. Client: Ministry of Economic and Business Affairs. 1 mm. 2002.

Denmark. Project Manager: **The Geographical Location of Danish State Institutions.** The project evaluated the consequences of six state institutions being located outside the Greater Copenhagen Area. The focus of the study rested on how the geographical location would effect the institutions' external relations, the servicing of clients, the ability to attract high-level staffing, and the effects on the local and regional community in which they are located. Client: Danish Ministry of Housing and Urban Affairs. 2 man-months. 2001.

Denmark. Institutional Analyst: **Structural Analysis of the Labour Market in Ribe County.** The project included analysis of labour market trends, particularly in regard to IT labour with focus on predicting development trends for the coming ten years. Client: Ribe Regional Labour Market Council. 1 mm. 2001.

Denmark. Institutional Analyst. **Unified Plan for the Vollsmose Area in Odense Municipality.** The multi-ethnic Vollsmose area (10,000 inhabitants) suffers from high unemployment and numerous social problems. The project addressed the problems and outlined a comprehensive Unified Plan that included administrative, housing and economic initiatives. Client: Municipality of Odense. 1 mm. 1999-2000.

Denmark. Institutional Analyst. **Analysis of the housing sector in Copenhagen.** Analysis of the impact on democratic processes and socio-economic development trends in those parts of the housing sector which were privatised during the period 1995 to 1998; this included approximately 10% of the households in Copenhagen City. Client: Municipality of Copenhagen and the Danish Ministry of Housing and Urban Affairs. 1 mm. 1999.

Policy-making, decision-making and budgetary processes

England. Institutional Specialist. **Procedures for Dealing with Optimism Bias in Transport Planning.** Optimism Bias is a concept which describes the systematic tendency by appraisers to be over-optimistic about key project parameters which leads to cost overrun in transport and building projects. The aim of the project was to analyse the British transport decision-making processes and based on that to suggest procedures by which Optimism Bias could be handled and minimised. Client: Department for Transport. 2 mm. 2003-2004.

he European Union. Policy Analyst responsible for study methodology. **Approaches to Integrating Sustainability into EU Community Policies.** The project aimed to assist the European Commission in its work on the strategy for sustainable development. To this end, seven case studies were conducted in order to identify lessons learned from past and current practices. The seven case studies covered a wide range of areas and included issues such as coal subsidies, fishery agreements with third countries, the energy tax, water-related issues, road infrastructure development, and the habitats directive. To supplement these analyses and put them into a broader perspective, the study also included generic analyses of the concept of sustainability and its use and interpretation within various Commission services. The project was carried out in collaboration with ECA (Spain) and Scott Wilson (UK). Client: The Secretariat General of the European Commission. 2 mm. 2002-2004.

CEE/CIS Countries. Institutional Analyst. **Political acceptability analysis. Acceptability of Water Prices in CEE/CIS. Development of a toolkit to assess the public and political acceptability of prices (tariffs) for water and wastewater services.** The toolkit was based on case studies in Brno (Czech Republic), Poznan (Poland), Kaliningrad (Russia), Sofia (Bulgaria), L'viv (Ukraine) and small municipalities in Estonia. Mr. Rønneest was in charge of the development of the methodology for conducting a Political Acceptability Analysis. Client: Danish Environmental Protection Agency and European Bank for Reconstruction and Development (EBRD). 2 mm. 1998-2001.

Denmark. Policy analyst. **Testing of a Barrier Model - Infrastructure Projects and Political Decision-Making Processes.** The aim of the study was to analyse the policy process regarding a possible upgrading of the Mid Zealand - Fehmarn Belt Railway Line in terms of conflicts, actors and policy networks. Specifically, the project was to test a so-called Barrier Model, which is a software programme used to capture the stages of the policy process, the actors and the policy fields. The study was part of the TEN-ASSESS Project which aims at developing and testing a policy assessment methodology that can be used in assessing the TransEuropean Networks (TEN) and the Common Transport Policy (CTP) of the European Union. The project was carried out under the 4th Framework Programme for Research. Client: The European Commission (DG VII). 1 mm. 1998.

**Comparative Analysis of Public Policy-Making in the Area of Transportation and Environment in the Nordic Countries.** Policy analyst. The study analysed and compared the development of the transportation sectors in Sweden, Denmark, Norway and Finland in order to clarify their influence on the environment and to identify particularly problematic conditions. Focus was placed on air pollution, CO<sub>2</sub>-emission and nature deterioration. The political strategies employed in the countries to minimise the negative impacts of transportation were critically compared and analysed. Client: The Nordic Counsel. 2 mm. 1997.

Denmark. Policy Analyst. **Infrastructure Projects and Political Decision-Making Processes.** The aim of the study was to analyse the Øresund Fixed Link decision-making process with regard to conflicts, actors and processes.

COWI

The study identified three informal coalitions of actors and revealed the strategies they followed in order to maximise their influence. The study was part of the TEN-ASSESS Project which aims at developing and testing a policy assessment methodology that can be used in assessing the TransEuropean Networks (TEN) and the Common Transport Policy (CTP) of the European Union. The project was carried out under the 4th Framework Programme for Research. Client: The European Commission (DG VII). 3 mm. 1997.

Denmark. Team Leader. **Political Actors and the Decision-making Process on Road Projects.** Research project under the TransForsk programme. The case study examined the political actors' view on traffic conditions and uncovered their wishes in relation to the content concerning the basis of decision for a specific road project (road infrastructure between the Jutlandic motorway E45 and the Sønderborg/Als areas in Southern Jutland). The study results challenged many conventional planning practices as they showed that there may be a need for a clearer value-based element when planning road infrastructure. Client: The Danish Transport Council. 3 mm. 2000-2001.

Denmark. Economist. **Analysis of the IT Labour Market in the Sound Region (Øresundsregionen).** The main objective of the analysis was to examine the demand for and supply of IT labour with special focus on clerical labour with a vocational education or labour with a university degree. The analysis was based on interviews with 30 IT enterprises and organisations, as well as on existing statistics. The analysis formed the basis for concrete initiatives with the purpose of creating IT jobs for the unemployed. Client: Labour Market Council of the Sound Region. 1 mm. 1998.

Financial offer

To the Attention of: Name: <b>Mr. Paul Oms, C1</b>	Request for Services Date: <b>12-08-2012</b>
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<b>FRAMEWORK CONTRACT REF. MARE/2011/01: Lot.1 Maritime policy OFFER FOR SERVICES OF COWI CONSORTIUM</b>	
To be carried out by:	<b>COWI and Ernet &amp; Young</b>
Title of Study:	<b>Support to Impact Assessment of Marine Knowledge 2020</b>

Financial offer - budget in EUR, excluding VAT

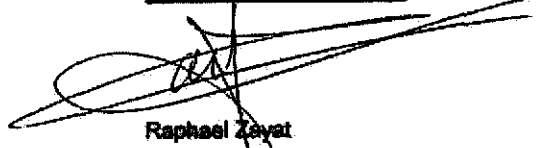
<b>I - FEES - Breakdown by Expert</b>				
Name of expert	Position	Monthly	Days	Cost
<b>Staff category I</b>				
Malene Sand Jespersen	Team leader	35	1.050	36.750,00
Michael Munk Sørensen	Core team member	15	1.050	15.750,00
Christina Castella	Core team member	35	1.050	36.750,00
Erling Povlsen	Core team member/Sector expert	35	1.050	36.750,00
Christina Van Braughal	Thematic expert	7	1.050	7.350,00
Martin Rune Jensen	Organisational expert	20	1.050	21.000,00
Philippe Grand	Thematic expert	20	1.050	21.000,00
Ginne Smederup Hansen	Legal expert	15	1.050	15.750,00
Søren Hinge Christensen	Thematic expert	7	1.050	7.350,00
Alan Christie	Sector expert	7	1.050	7.350,00
Gilles Scognamiglio	Sector expert	7	1.050	7.350,00
Christian Mion	Sector expert	7	1.050	7.350,00
Søren A Jensen	Sector expert	7	1.050	7.350,00
Arne Kvist Rønne	Quality assurance	5	1.050	5.250,00
<b>Subtotal I</b>		<b>222</b>		<b>233.100,00</b>
<b>Staff category II:</b>				
Tine Villadsen Gundersen	Core team member	50	800	40.000,00
Tom Cameron Farrant	Core team member	50	800	40.000,00
Not specified	National consultants	20	800	16.000,00
<b>Subtotal II</b>		<b>120</b>		<b>96.000,00</b>
<b>Staff category III:</b>				
Julia Theysen	Core team member	45	660	29.700,00
Martin Wetzel	Core team member	45	660	29.700,00
Obłacewicz Ewelina	Core team member	45	660	29.700,00
<b>Subtotal III</b>		<b>135</b>		<b>89.100,00</b>
<b>Staff category IV:</b>				
Mette Bille	Secretarial support	9	250	2.250,00
		0	250	0,00
<b>Subtotal IV</b>		<b>9</b>		<b>2.250,00</b>
<b>Sub-Total Fee</b>		<b>486</b>		<b>420.480,00</b>

<b>Sub-Total for Missions</b>	<b>29.364,00</b>
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<b>GRAND TOTAL (Fee+Missions) EUR</b>	<b>449.844,00</b>
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**PLACE AND DATE**  
Proposal v2, Brussels, 16.07.2012

**NAME AND SIGNATURE**

  
Raphael Zayat  
Director  
COWI Belgium SPRL

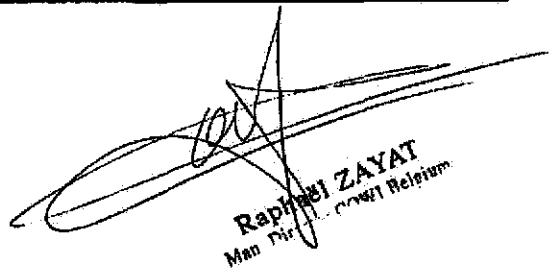
**Copy To:**  
Mr Bernhard Friess  
Director C

*Handwritten initials*

**BREAKDOWN OF MISSION EXPENSES**

<b>FWC Ref:</b>	<b>MARE/2011/01: Lot.1 Maritime policy</b>
<b>Title of Study:</b>	<b>Support to Impact Assessment of Marine Knowledge 2020</b>

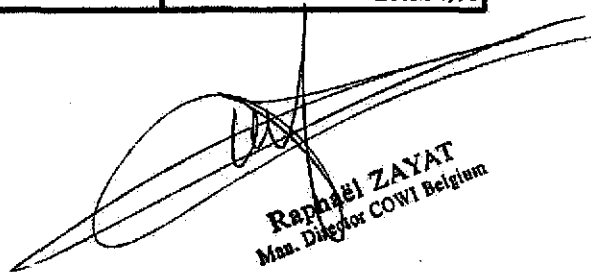
<b>Travel Expenses</b>			
<b>Destination</b>	<b>Cost of return trip</b>	<b>No. of trips</b>	<b>Total in €</b>
<b>a) Brussels</b>	<b>300,00</b>	<b>15</b>	<b>4.500,00</b>
<b>b) EU countries</b>			
Austria	200,00	0	0,00
Belgium	150,00	0	0,00
Bulgaria	300,00	2	600,00
Cyprus	300,00	2	600,00
Czech Republic	200,00	0	0,00
Denmark	200,00	0	0,00
Estonia	300,00	2	600,00
Finland	300,00	2	600,00
France	200,00	0	0,00
Germany	275,00	2	550,00
Greece	300,00	2	600,00
Hungary	200,00	0	0,00
Ireland	300,00	2	600,00
Italy	300,00	2	600,00
Latvia	300,00	2	600,00
Lithuania	300,00	2	600,00
Luxemburg	200,00	0	0,00
Malta	300,00	2	600,00
Poland	300,00	2	600,00
Portugal	300,00	2	600,00
Romania	300,00	2	600,00
Slovakia	200,00	0	0,00
Slovenia	250,00	2	500,00
Spain	300,00	2	600,00
Sweden	300,00	2	600,00
The Netherlands	200,00	2	400,00
United Kingdom	300,00	2	600,00
<b>Total Travels b)</b>		<b>38</b>	<b>11.050,00</b>
<b>c) Non EU countries</b>			
Croatia	400,00	1	400,00
Iceland	400,00	1	400,00
Norway	400,00	1	400,00
<b>Total Travels c)</b>		<b>3</b>	<b>1.200,00</b>
<b>Sub-total</b>		<b>56</b>	<b>16.750,00</b>

  
**Raphaël ZAYAT**  
 Man Dir. ... Brussel Belgium

AZ

**BREAKDOWN OF MISSION EXPENSES**

<b>Subsistence Expenses</b>			
<b>Destination</b>	<b>Rate in €</b>	<b>No. of days</b>	<b>Total in €</b>
<b>a) Brussels</b>	150,00	15	2250,00
<b>b) EU countries</b>			
Austria	80,00	0	0,00
Belgium	100,00	0	0,00
Bulgaria	125,00	4	500,00
Cyprus	100,00	4	400,00
Czech Republic	80,00	0	0,00
Denmark	100,00	0	0,00
Estonia	115,00	4	460,00
Finland	125,00	4	500,00
France	125,00	0	0,00
Germany	110,00	4	440,00
Greece	125,00	4	500,00
Hungary	80,00	0	0,00
Ireland	125,00	4	500,00
Italy	125,00	4	500,00
Latvia	115,00	4	460,00
Lithuania	115,00	4	460,00
Luxemburg	80,00	0	0,00
Malta	125,00	4	500,00
Poland	125,00	4	500,00
Portugal	115,00	4	460,00
Romania	125,00	4	500,00
Slovakia	80,00	0	0,00
Slovenia	100,00	4	400,00
Spain	125,00	4	500,00
Sweden	125,00	4	500,00
The Netherlands	100,00	4	400,00
United Kingdom	140,00	4	560,00
		76	9.040,00
<b>c) Non EU countries</b>			
Croatia	246,00	2	492,00
Iceland	148,00	2	296,00
Norway	268,00	2	536,00
<b>Total Travels c)</b>		6	1.324,00
<b>Sub Total</b>		97	12.614,00
<b>Total budget for missions in €</b>			<b>29.364,00</b>

  
**Raphael ZAYAT**  
 Man. Director COWI Belgium





EUROPEAN COMMISSION  
DIRECTORATE-GENERAL FOR MARITIME AFFAIRS AND FISHERIES  
RESOURCES

**Declaration of honour  
with respect to absence of conflict of interest**

**ANNEX**

**to the SPECIFIC CONTRACT No 1  
implementing Framework Service Contract No. MARE/2011/01**

**Evaluation and impact assessment activities for the Directorate-General  
for Maritime Affairs and Fisheries**

***Lot 1. "Retrospective and prospective evaluations on integrated maritime policy"***

AV

DF



**Declaration of honour  
with respect to  
absence of conflict of interest**

The undersigned *Raphaël Zayat* representing

official name (hereafter "the Contractor"): **COWI Belgium SPRL**

Official legal form: private limited liability company (société privée a responsabilité limitée)

Statutory registration number: 0472.972.493

Official address: Avenue de Tervuren, 13B,  
1040 Brussels,  
Belgium,

VAT registration number: BE 472,972.493

declares that the consortium that he/she represents:

- a) on the date of submission of the offer in response to the request for services the Contractor is not subject to a conflict of interest in connection with the specific contract; a conflict of interest could arise in particular as a result of economic interests, political or national affinities, family or emotional ties or any other relevant connection or shared interest;
- b) will inform the contracting authority, without delay, of any situation considered a conflict of interest or which could give rise to a conflict of interest;
- c) will carry out the study and/or provide services to the highest professional standards, in particular in terms of objectiveness and impartiality, and exclusively in the best interests of the Commission with no consideration linked to any possibility of a future contract;
- d) guarantees that there is no conflict of interests with other commitments or contracts recently concluded or to be concluded by them either individually or by any consortium to which they belong or via any subsidiary or related company;
- e) has not made and will not make any offer of any type whatsoever from which an advantage can be derived under the specific contract;
- f) has not granted and will not grant, has not sought and will not seek, has not attempted and will not attempt to obtain, and has not accepted and will not accept any advantage, financial or in kind, to or from any party whatsoever, constituting an illegal practice or involving corruption, either directly or indirectly, as an incentive or reward relating to award of the specific contract;
- g) that the information provided to the Commission within the context of this invitation to submit an offer in response to the request for services is accurate, sincere and complete.

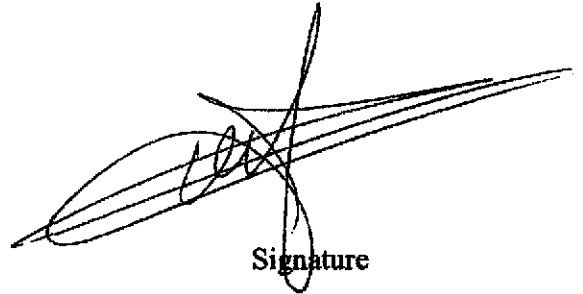


Therefore, the undersigned declares that the consortium that he/she represents (including each consortium member, in-house staff and subcontractors<sup>1</sup> as well as shareholders) ~~has~~ **has not an interest<sup>2</sup>** in any economic activity that relates in any way to the subject matter of this specific contract.

By signing this form, the undersigned acknowledges that the Contractor has been acquainted with the administrative and financial penalties described under art 133 and 134 b of the Implementing Rules (Commission Regulation 2342/2002 of 23/12/02), which may be applied if any of the declarations or information provided prove to be false.

Raphaël Zayat  
Full name

16 July 2012  
Date



Signature

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<sup>1</sup> This requirement does not apply to subcontractors whose individual share in subcontracting is less than 15% of the total value of the contract.

<sup>2</sup> Please strike out as appropriate. In case of an affirmative answer, please provide additional information in a separate document. This document should explain the field(s) of activity or activities concerned and should be accompanied by all relevant supporting documents (e.g. statutes, deed of foundation etc.). It should also be explained how these activities may represent a conflict of interest in the relation to the present assignment. Finally, please also describe the internal procedures and processes that you have established to avoid a conflict of interest in the execution of this specific assignment.

In addition to the above mentioned, please provide any other information which may be of relevance when examining the question of a potential conflict of interest in the context of the execution of this specific assignment.

Please note that the specific contract can be signed only after this declaration has been signed and/or examination of a potential conflict of interest has been made.

