

1. Short Term Consultant

2. **Name of firm:** MP2 Consults (self employed cie)
 3. **Name of staff:** **PALLADIN Max**
 4. **Date of birth:** July 30th, 1958 **Nationality:** French

5. Education:

Institution (Date from – Date to)	Degree(s) or Diploma(s) obtained
Ecole Pratique des Hautes Etudes Paris VI (1983 – 1984)	PhD in Marine Biology preparation
University Paris VI (1980 – 1981)	Marine Biology Master Degree (DEA)
University Paris VI (1976 – 1980)	Licence in Live Sciences
University of Santa Monica, California (1975 - 1976))	Marine biology, Zoology, Geology, English

6. Membership of professional associations:

- ☞ Former Administrator of the Excellency pole AQUIMER (France)
- ☞ Member of the French Auction Hall Manager Association
- ☞ Founding Member of the Product Valorization Organization “Produit en Presqu’île de Guérande)
- ☞ Founding member of the “Loire Ocean Filière Pêche”, regional fisheries stakeholders association

7. Other training:

Institution (Date from – Date to)	Degree(s) or Diploma(s) obtained
DAWAN – Paris (2017)	AUTOCAD® Training course
BUCODI France (2003)	Network Administrator Training course
Bureau VERITAS St Herblain France (April 2002)	Quality Management ISO 9001 v 2000
Bureau VERITAS St Herblain France (November 2001)	ISO Internal Auditor
French Management Institute, Paris (1991)	Company Management courses
SCGI New Caledonia (1988)	Database management training course
South Pacific Community New Caledonia (1986)	Fisheries Stock Assessment training course

8. Countries of work experience:

Mauritania, France, Mayotte (Comoros island), Tunisia, New Caledonia, French Polynesia, Madagascar, Indonesia, Eritrea, Republic of Congo , Bangladesh, India, Sao Tome,

9. Languages:

Language	Reading	Speaking	Writing
French	1	1	1
English	Proficient user (C2)	Proficient user (C2)	Proficient user (C2)
Indonesia		Basic knowledge	
Italian	Basic knowledge	Basic knowledge	

10. Employment record:

Date (from-to)	Employer	Positions held
Jan 2021 – to date	MP2 Consults – France	Freelance Expert
July 2010 – Oct 2020	LOIRE ATLANTIQUE PÊCHE ET PLAISANCE – France	General Manager of Fishing Ports and Marinas
Mar 2008 – June 2010	AQUANORD– France	General Manager of onshore marine fish farm and fish hatchery
Oct 2001 – Mar 2008	Compagnie d'Exploitation des Ports - Port de Pêche de Lorient – France	Fish Auction Hall Manager – Quality Control Manager
Mai 1997- Sept 2001	Sepia – France	Senior Fisheries and Aquaculture Consultant
Sept 1996 - Mai 1997	France	Freelance Expert
Jan 1994 - Sept 1996	Société des Producteurs Aquacoles Calédoniens (SOPAC) – Nouméa – Noew Caledonia	General Manager of shrimp processing plant
July. 1992 – Nov. 1993	Sepia International	General Manager of a Shrimp Farm In Indonesia
Oct. 1988 – Jun 1992	Sepia International	Project manager of an artisanal fisheries development project in Pointe Noire (Congo)

Date (from-to)	Employer	Positions held
Mar 1985 - Sept 1988	Service de la Marine Marchande et des Pêches Maritimes – Nouméa - Nouvelle Calédonie	Fisheries Ingeneer
Apr. 1984 - Mar 1985	ALIA Royal Jordanian Airline – Orly – France	Airline employee
Sept 1981 – Déc. 1983	Service des Pêches Maritimes – Mayotte – Iles Comores	Fisheries Ingeneer. Manager of a marine cooperative

11. Work Experiences

Name of assignment:	Technical support to the Artisanal Fishing Port Authority of Nouadhibou
Year:	February 2023 – ongoing
Location:	Nouadhibou (Mauritania)
Client:	Etablissement Portuaire de la Baie du Repos (EPBR) on KfW fundings
Main project features:	Support for the implementation of an electronic auction hall
Position held:	Fishing port expert
Activities performed	Critical review of the detailed project and the tender documents Proposals for technical improvement of the design and port operations Technical support to the tender analysis Technical assistance for the business plan setup Technical assistance for the training plan Technical assistance for the general auction operations
Name of assignment:	Development and accompaniment of a study tour for executives from the Indonesian Ministry of Fisheries on the theme of Sustainable Fishing and Eco Fishing Ports.
Year:	October 2021 (10 man/day)
Location:	France (Brest, Lorient, Boulogne sur Mer)
Client:	Expertise France (French Development Bank Group)
Main project features:	Definition of the planning and accompaniment of the delegation (8 persons) during its stay in France
Position held:	Fishing Port Expert
Activities performed	Visit of the fishing ports of Brest, Lorient, Boulogne sur mer. Visit of the computer sale of the Pan Coupé (Lorient)
Name of assignment:	Consultancy for the tender for the implementation of a floating wind farm in South Brittany (AO5)
Year:	October 2021 - July 2022 (10 men/day)
Location:	France
Client:	EGIS Environnement - Montpellier
Main project features:	Technical assistance to a bidder for a floating wind farm in South French Brittany
Position held:	Fisheries expert
Activities performed	Support to the analysis of the problems linked to the impact of the farm on the maritime fishing industry, proposals for compensation measures. Meetings with fishermen's organizations.
Name of assignment:	Fish Harbor Management Expert
Year:	July 2021 – ongoing
Location:	Republic of Congo – Pointe Noire
Client:	COFREPÊCHE - Paris
Main project features:	Support for the sizing and positioning of the superstructures and equipment of the industrial fishing port and the coastal fishing shelter
Position held:	Technical expert
Activities performed	<ul style="list-style-type: none"> ☞ Creation of a Technical Committee at the Support to the Contracting Authority in charge of the works; ☞ Definition of the mode of designation of the representatives of the industrial and artisanal fisheries within the Technical Committee; ☞ Organization of the first meetings of the Technical Committee ☞ Evaluation of the ToRs of the AO for the construction of the infrastructure
Name of assignment:	Port Operation Expert

Year:	March 2021 – January 2022
Location:	Indonesia (remote)
Client:	SCE Aménagement et Environnement, Nantes - France
Main project features:	Preparation Studies for the Implementation of the Outer Ring Fishing Port Development (Ecofishing Port) Project in Indonesia, funded by AFD
Position held:	Technical expert
Activities performed:	<ul style="list-style-type: none"> ☞ Preparation of the inception report and definition of a methodology for national experts to perform the field visits (interview to be done, data to be collected, surveys to be implemented, if needed), ☞ Preparation of the interim and final reports and more specifically: <ul style="list-style-type: none"> ✓ Support to the national experts in performing site visits (in-house support and guidance) ✓ Analysis of port activities (according to the season, market), fleet, captures and critical review of future projections ✓ Spatial analysis of each port and associated logistics ✓ Analysis of bottlenecks which impact the fish quality / value ✓ Critical review of the port development master plans, recommendation towards the improvement of port operations with a focus on overcoming existing bottlenecks, including: <ul style="list-style-type: none"> ▪ Fish landing and traffic flow – especially depending on fish market, ▪ Land use / port organization for improved operations, ▪ Required steps to improve fish quality and traceability (potential fast landing channels), ▪ Overall port logistics. ▪ Required equipment for improved port operation ☞ Proposals for EcoFishing ports implementation – with improved environmental management, clean water savings, wastewater management, chemical / oil management... ☞ Proposals guidelines for the implementation of EcoFishing Ports in Indonesia
Name of assignment:	General Manager of a semi-public company
Year:	July 2010 – October 2021
Location:	La Turballe – 44 France
Client:	Semi Public Company LOIRE ATLANTIQUE PÊCHE ET PLAISANCE
Main project features:	Management of two fishing harbors and marinas
Position held:	
Activities performed:	<p>Management of two fishing ports (La Turballe and Le Croisic)</p> <ul style="list-style-type: none"> ☞ 11.000 Tons landings / year – 35 M€ value of first sales ☞ 7th harbor in France in volume <p>Management of three marinas (1.500 boats)</p> <p>Management of two ship repair areas meeting environmental respect standards</p> <p>Development of the fish auction activities with computerized sales system implementation in order to improve fishermen's income and catch transparency</p> <p>Implementation of HACCP fish handling procedure in the auction hall according to EU regulations</p> <p>Setting up of a strategic investment program (19 M€ of port equipment) including reduction of carbon footprints</p> <p>Implementation of numerous stakeholders consulting commissions in regards with the port's operations</p> <p>Implementation of a public site web presenting all the activities of the port, meeting minutes, statistic and budget (https://peche-plaisance44.com)</p> <p>Project management of three dredging operations</p> <p>Collaboration with public authorities on local fisheries development plan</p> <p>Annual technical and financial report to the shareholders (public and private)</p>
Name of assignment:	General Manager of a private aquaculture company
Year:	March 2008 – June 2010
Location:	Gravelines (North of France)
Client:	AQUANORD SA
Main project features:	Management of an onshore marine fish farm and fish hatchery

Position held:	General Manager
Activities performed:	<p>Management of the largest onshore French marine fish farm (2.500 T/yr of seabass and seabream)</p> <p>Management of a seabass hatchery (14 million fingerlings and 220 million larvae)</p> <p>Global income 60 M€ / year – 110 staff members</p> <p>Quality Manager ISO 9002</p>
Name of assignment:	Fish Auction Hall manager
Year:	Oct 2001 – March 2008
Location:	Lorient (France)
Client:	Compagnie d'Exploitation des Ports
Main project features:	Operation management of the fish auction of the port of Lorient
Position held:	Auction hall manager
Activities performed:	<p>Management of the auction hall of the second fishing port in France (Lorient - 27.000 tons sold per year)</p> <p>Implementation and management of the computerized sales system (for local and internet buyers)</p> <p>Implementation of the ISO 9001 v 2000 standards for the sales</p> <p>Daily relations with fisheries stakeholders (fishermen, buyers, dockers)</p> <p>Production of fisheries statistics and catch analysis</p> <p>Relation with research company involved in data collection</p> <p>Technical audit of the Tunisian sardine fishing fleet and preparation of a quality chart for the fishery.</p>
Name of assignment:	Senior Fisheries and Aquaculture consultant (SEPIA)
Year:	2001
Location:	Hao – French Polynesia
Client:	Ministry of the Sea - French Polynesia
Main project features:	Feasibility study of an integrated Tuna Project
Position held:	Project Manager
Activities performed:	<p>Project Manager of a feasibility study of a integrated tuna project in French Polynesia (total value of 38 M€) which was expected to include:</p> <ul style="list-style-type: none"> a tuna stock analysis in the northern part of the EEC a tuna long liners fishing fleet a –60° C freezing processing plant for sashimi tuna an on-growing tuna cage farm
Year:	2001
Location:	Eritrea
Client:	Ministry of Eritrea (funded by African Bank of Development)
Main project features:	Negotiation and implementation of the training component of the Fisheries Infrastructures Development Project
Position held:	Project Manager
Activities performed:	<p>Coordination of an experts team in :</p> <ul style="list-style-type: none"> Training in reef and benthic fishing gear technology and fishing techniques Women participation EU regulations in fisheries Training in marketing sea products Quality Control and HACCP Cooperative credit management training Fishing vessel monitoring, surveillance Reef and benthic stocks assessment
Year:	May 1997 – Oct 2001
Location:	Eritrea (18 month)
Client:	Ministry of Eritrea (funded by AFD)
Main project features:	Implementation of the Eritrean Competent authorities in order to access EU market. Implementation of an Eritrean Seafood exporters association
Position held:	Technical Advisor of the Minister of Fisheries
Activities performed:	Harmonization of the national regulations with the European regulations of sea product exports (as a result, Eritrea was approved by the commission as an authorized exporting country in 1998)

	<p>Assistance for the drafting of the national regulations and proclamations for fisheries and sea products marketing.</p> <p>Construction of a microbiological and chemical analysis and quality control laboratory (follow-up of the buildings works, purchase of the equipment and consumables, organization of the training plan for the laboratory staff)</p> <p>Upgrade of the local fish processing plants to the EU standards Drawing of new fish processing plant Implementation of fishing vessel monitoring system (ARGOS) Training of the Fishery Ministry and Competent Authority staff</p>
<p>Name of assignment:</p> <p>Location:</p> <p>Client:</p> <p>Main project features:</p> <p>Position held:</p> <p>Activities performed:</p>	<p>Shrimp Aquaculture Improvement and Development Program</p> <p>Bangladesh</p> <p>Ministry of Fisheries</p> <p>1.6 M€ shrimp development project funded by AFD</p> <p>Project manager</p> <p>Definition, negotiation with the Minister of fisheries, signature of the contract and implementation of a Shrimp Aquaculture Improvement and Development Program (1.6 M€ funded by the French Government). Project manager of an experts team specialized in aquaculture, environment, hydrobiology, civil works, satellites images treatment, laboratory.</p>
<p>Name of assignment:</p> <p>Year:</p> <p>Location:</p> <p>Client:</p> <p>Main project features:</p> <p>Position held:</p> <p>Activities performed:</p>	<p>Manager of a joint venture</p> <p>July 1992 – Oct 1993</p> <p>Indonesia</p> <p>Pt BANGGAI SHRIMP</p> <p>Implementation of an integrated industrial shrimp farm</p> <p>General manager</p> <p>Technical, financial, administrative and marketing management of a private semi integrated industrial shrimp farm (hatchery, 120 ha on growing ponds, processing plant, 350 local staff and four expatriate experts) on the island of Sulawesi.</p> <ul style="list-style-type: none"> * Production and marketing of 600 Tons of shrimp per years (sales value of 4M\$). * Negotiation and implementation of international fund (Asian Development Bank) * Setting up the export logistic * Relations with the local administrations and authorities
<p>Name of assignment:</p> <p>Year:</p> <p>Location:</p> <p>Client:</p> <p>Main project features:</p> <p>Position held:</p> <p>Activities performed:</p>	<p>Artisanal Fisheries Development Program</p> <p>Nov 1988 – Nov 1991</p> <p>Pointe Noire – Republic of Congo</p> <p>Ministry of Fisheries funded by AFD</p> <p>Development of artisanal and industrial fisheries</p> <p>Project Manager</p> <p>Technical and financial manager of the Technical Assistance to the Congolese Artisanal Fisheries Project (Pointe Noire),</p> <ul style="list-style-type: none"> * Technical advisor of the Minister of Fisheries. * Conception and implementation of actions to be taken in order to establish a development policy for the fisheries sector * Training of the project staff from the Ministry * Socio-economical study of the artisanal fishery in the village of Matombi * Creation and animation of a fishermen cooperative * Organization of a saving and credit cooperative within the village * Training of local fishermen on new fishing gears and equipment
<p>Name of assignment:</p> <p>Year:</p> <p>Location:</p> <p>Client:</p> <p>Main project features:</p> <p>Position held:</p> <p>Activities performed:</p>	<p>Fisheries engineer</p> <p>May 1985 – Nov 1988</p> <p>New Caledonia</p> <p>Maritime Affairs and Fisheries Department of New Caledonia</p> <p>Development of artisanal and industrial fisheries</p> <p>Technical engineer</p> <p>Technical administration of the territory in charge of all aspects for investments, regulations and development in fisheries and aquaculture sectors.</p>

	<p>Feasibility studies of industrial and artisanal project</p> <p>Definition of general fisheries regulations and enforcement</p> <p>Propositions for the management and the exploitation of reef related resources</p> <p>Development and animation of artisanal fishermen cooperatives (setting up of 5 cooperatives in the Loyalty Island Province)</p> <p>Training of fishermen on new fishing technologies, fish handling, marketing, cooperative management and outboard engine repair</p> <p>Direct participation to numerous experimental fishing campaign (deep fishing, traps, squids fishing, trolling, long lining, FAD deployment and survey)</p> <p>Implementation of a statistical database used to follow and analyze the results of the experimental fishing campaigns</p> <p>Implementation of Resources Assessment program for reef fish, trochus, sea cucumber, coconut and mangrove crab in association with the local French Research Center (IFREMER, ORSTOM)</p> <p>Proposition and implementation of the local shrimp aquaculture development program on the territory</p> <p>Follow up of the French-Japanese Fishing Agreement, analysis of the catch data and presentation of the campaign results</p> <p>Direct participation and results analysis of a deep sea experimental fishing campaign organized onboard the Hokko Maru on the seamount of the EEC</p> <p>Analysis and presentation of the Territory fishing statistics</p>
<p>Name of assignment:</p> <p>Year:</p> <p>Location:</p> <p>Client:</p> <p>Main project features:</p> <p>Position held:</p> <p>Activities performed:</p>	<p>Fisheries engineer</p> <p>Jan 1981 – Dec 1983</p> <p>Mayotte (Comoros Islands)</p> <p>Maritime Affairs and Fisheries Department of Mayotte</p> <p>Development of the artisanal fisheries</p> <p>Technical engineer</p> <p>General Manager of a fishermen's cooperative.</p> <p>Definition and implementation of the general politic in fisheries developments</p> <p>Organization and animation of ten 10 artisanal fishermen cooperatives</p> <p>Implementation of an experimental fishing program in the lagoon</p> <p>Technical study on the impact of traditional fishing methods on the commercial fishery.</p> <p>Collection of catch landing statistics and analysis in view of the preparation of a PhD.</p>

12. Publications

- 1981. Mathematical models in Oceanography analysis (Master degree memoir)
- 1985. The maritime fishery in Mayotte – Comores Islands. (PhD thesis)
- 1986. Fisheries statistics in New Caledonia (1976 / 1986)
- 1988. Report on the experimental deep-sea fishing on the seamount of the New Caledonia EEC
- 1991. Report on the Artisanal Fisheries Development Program in Pointe Noire (Congo)
- 1994. Report on the shrimp aquaculture in New Caledonia. ERPA.
- 1996. Report on the feasibility of an eel farm in Tahiti - French Polynesia.
- 1998. Report of the state of the fisheries sector in Eritrea (in order to obtain the EU export agreement)
- 2000. Study of the tuna resources in the northern part of the French Polynesian EEC
- 2006. Manual of Good Practice in Fish Auction Hall
- 2008. Diagnostic Mission of the Tunisian Sardine Vessels

13. Personal Skills and Competences

<p>Social skills and competences</p>	<p>High sense of adaptability to various social, cultural and technical environments acquired through 44 years of experience abroad in twelve different countries (both as resident and during expertise missions).</p> <p>Pedagogy competences developed through my experiences as diving instructor, fisheries advisor in cooperatives implementation, management, fishing techniques (Mayotte, New Caledonia, Congo), trainer of public fisheries administration officers on EU regulations (Congo, Eritrea, Bangladesh), VMS (Eritrea), in computing fields (Software, network, Internet....) for the staff of the CEP in Lorient .</p> <p>Communications abilities and a good sense of vulgarisation developed through strong relationship with fishermen, administration staff and scientist for the past 20 years.</p> <p>Integrity and neutrality, particularly important in my last assignment while working permanently in between the contradictories interest of fishermen and buyers.</p>
<p>Organisational skills and competences</p>	<p>Project management (technical and financial) abilities acquire during 10 years of experiences in various multi cultural environment and for various fund donor. (French Development Agency, African Development Bank)</p> <p>Strong management competences acquire during 6 years experience as general manager of private companies involving up to 350 people staff and 7 M\$ budget in Indonesia.</p> <p>Good knowledge of public fisheries administration organisation and operations as I worked 4 years in Mayotte for the Fisheries Department and 4 years in New Caledonia within the Maritimes Affairs department in charge of the fisheries sector.</p> <p>Good sense of organization, as demonstrate by the success of the implementation of the artisanal fisheries computerized auction sales in Lorient after 70 years of informal sales tradition.</p> <p>Coordination abilities developed through the management of several multi-field experts team during specific consulting mission in fisheries and aquaculture management (shrimp industry in New Caledonia, fisheries development project in Eritrea, French Polynesia, aquaculture development project in Bangladesh, prospective study in France,</p>

<p>Technical skills and competences</p>	<p>Good Fishing Ports Management through 18 years of experiences.</p> <p>Good knowledge in electronic auction hall implementation (software and operations)</p> <p>Good knowledge of the EU politics regarding fisheries (Common Fisheries Policy, Tac, Quotas and fisheries controls).</p> <p>Good knowledge of Quality Control Management through the implementation of an ISO 90001 v2000 certification process for the artisanal fisheries computerized sales in Lorient in 2003 (I was the Quality Control Manager of the company) and ISO 9002 in the fish farm of Aquanord.</p> <p>Regular application of HACCP principles and Good Hygiene Practice witch lead me to be the main actor in the drafting of the Good Practice Guide for the French Auction Halls (actually in certification process).</p> <p>Good knowledge of the EU sanitary regulations through my experience as fisheries advisor in Eritrea and the drafting of the agreement files for the auction hall of Lorient according to the new EU hygiene pack regulations.</p> <p>Practice of various artisanal fishing techniques (long lining, trap fishing, deep bottom, nets....) acquire as fisheries engineer in Mayotte, New Caledonia and Congo.</p>
<p>Computer skills and competences</p>	<p>41 years of practice with computers</p> <p>Full use of Microsoft office software (Word, Excel, PowerPoint, Access, Outlook, Project..)</p> <p>DAO (Visio), Database programming (Access)</p> <p>Network Management</p> <p>VMS experimental implementation within the ministry of Fisheries in Eritrea to monitor and control fishing activities in their waters (installation onboard four vessels and training of the ministry staff on the CLS Software)</p> <p>Computerizes sales system management (the system in Lorient involves artisanal and industrial sales, 160 local buyers, two auction clocks, 4 different type of recording system, 30 intranet buyers and internet buying system)</p> <p>Web site construction and management (Wordpress)</p>
<p>Other skills and competences</p>	<p>SSI OW Scuba diving Instructor (40 years of practice)</p> <p>Aïkido (15 years of practice)</p>
<p>Driving licence</p>	<p>Category A (motorcycle), B (car), C (truck)</p> <p>Small boat licence</p>

14. Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience. I understand that any willful misstatement described herein may lead to my disqualification or dismissal if engaged.

Signature :

A handwritten signature in black ink, appearing to be 'M. Palladin', written over a horizontal line.

Date: February, 6th 2022

Full name of authorized representative: Max PALLADIN