

11. Detailed Tasks Assigned	12. Work undertaken that best illustrates Capability to Handle Tasks Assigned:
	<p>Review of Tariff for Palau Utility Corporation, Year: October 2009 – current Location: Palau Client: Government of Palau/UNDP Position Held: Financial Specialist/Field Team Leader</p> <p>This assignment is funded through the Sustainable Economic Development through Renewable Applications (SEDREA) project (a joint initiative by the Global Environment Facility (GEF), United Nations Development Programme (UNDP) and the Palau Energy Office, Government of Palau. The objective of this project is to reduce fossil fuel consumption in power generation through the removal of barriers to enable widespread use of renewable energy technologies and renewable energy based energy systems. One of the first activities to be supported through SEDREA is an electricity review to develop an increased understanding of pricing issues associated with renewable energy based power generation to make it competitive with petroleum based generation. Ridgway will lead a team of specialists to undertake this review.</p>
	<p>Financial Evaluation of Public-Private Partnerships in Power Sector Year: October 2009 – current Location: Lao PDR Client: Lao Holding State Enterprise Position Held: Financial Analyst</p> <p>The Lao Holding State Enterprise (LHSE) was originally established for the purpose of acting as the Government of Lao, People's Democratic Republic's (GOL) shareholder representative in the Nam Theun II Hydropower Project. The intention of the GOL is for LHSE to become an investor in other Independent Power Producer (IPP) projects, particularly those that propose to export electricity to Lao PDR's neighbouring countries. Presently, LHSE has the opportunity to be the GOL's investors in a further six IPP projects, mainly hydro developments. LHSE has appointed Ridgway to act as its financial advisor in advancing its interests in these projects.</p>
	<p>Tax Regime Analysis in the Hydro Power sector Year: June – November 2009 Location: Lao PDR Client: World Bank Position Held: Financial Analyst</p> <p>Ridgway has been engaged to assist the World Bank and the Government of Lao PDR (GOL) in reviewing and updating information relating to Lao PDR's hydropower tax regime. As Financial Analyst, Mr Stewart's key tasks includes information gathering, stakeholder consultation, analysis of data gathered and assisting with the preparation of the final report on the taxation and fiscal regime which will be incorporated into the World Bank's updated Country Economic Memorandum (CEM).</p>
	<p>Loss Reduction Programme for the Tuvalu Electricity Corporation Year: February –March 2009 Location: Tuvalu Client: Tuvalu Electricity Corporation (TEC) Position Held: Institutional Specialist</p> <p>Appointed as Institutional Specialist to assist with a Loss Reduction Programme for TEC. Activities include a review of institutional frameworks and procedures relating to collection, develop recommendations regarding the use of pre-pay meters and evaluate and report on issues relating to staff retention.</p>

	<p>Study and Establishment of a Renewable Energy and Energy Efficiency Unit at the Tuvalu Electricity Corporation</p> <p>Year: July – August 2008 Location: Tuvalu Client: Tuvalu Electricity Corporation and SPREP Position Held: Financial Analyst</p> <p>Ridgway assisted the Tuvalu Electricity Corporation (TEC) and SPREP in identifying the best practical and most cost effective way of establishing and operationalising a Renewable Energy and Energy Efficiency Unit at the TEC. The consultancy included a review of associated legislation and organisational and corporate strategic plans, preparation of a proposed mandate/terms of reference for the new unit and a monitoring and evaluation framework to assess the effectiveness of the RE and EE Unit.</p>
	<p>Financial Analyst/Trainer - Financial Model Training for the Tuvalu Electricity Corporation (TEC)</p> <p>Year: November to December 2007 Location: Tuvalu Client: SOPAC Position Held: Financial Modeller/Trainer</p> <p>Appointed to provide on-site training to TEC personnel on technical aspects of the newly developed Tariff Financial Model, provide one-on-one training to TEC’s financial staff in the use of the Tariff Financial Model and also budgetary and financial advice to TEC’s Management.</p>
	<p>Review of Base Tariff of Tuvalu Electricity Corporation (TEC)</p> <p>Year: 2007 Location: Tuvalu Client: SOPAC Position Held: Financial Modeller</p> <p>Ridgway was appointed to assist TEC with a review of the tariff structure to identify the long-term revenue requirements of TEC and to recommend a base tariff to enable the commercially sustainable operation of these organisations. In the role of Financial Modeller the activities performed include extensive stakeholder consultation and financial modelling to project demand development and to estimate investment and required revenue requirements develop a fuel adjustment mechanism, propose a tariff structure for a range of consumer classes including low-income households and undertake training with TEC’s financial staff.</p>
	<p>Nam Theun 2 1070 MW, USD 1,450 million hydro-electric project</p> <p>Year: 2004- 2005 Location: Lao PDR Client: Government of Lao, PDR Position Held: Financial Modeller</p> <p>Ridgway was the Government of Lao PDR's financial advisor regarding its sovereign relationship with the project company, NTPC, and regarding its investment in that company. Assistance was provided in the design and development of financial models to project revenue requirements, levels of demand, investment required and returns to the project company/shareholders.</p>

	<p>Financial Advisor to Tanzania Electric Supply Company Limited (TANESCO), Year: February 2009 – ongoing Location: Tanzania Client: Tanzania Electric Supply Company Limited Position Financial Modeller</p> <p>The objective of this assignment is to assist TANESCO with the development and implementation of plans to enable the company to operate on a financially sustainable basis while reducing its reliance on the Government of Tanzania for financial support. The two main areas of activity will be to 1) assist TANESCO with planning and implementing financing strategies that increase the number of financing options available, reduce its cost of capital and the need for GOT's support and 2) measure the cost of service and devise ways, from a financial perspective to minimise this cost over time.</p>
	<p>Review of Financial Benefits for Government of Mozambique (GOM) from Power Project Concessions and Support in Negotiations of Concession Agreements Year: September 2008 – ongoing Location: Mozambique Client: Government of Mozambique Position Held: Internal Consulting Support – Financial Modelling</p> <p>The key objective of the GOM in developing its vast natural resources is to ensure that the exploitation of these natural resources generates the maximum benefits for Mozambique including adequate financial inflows for economic development and poverty alleviation. GOM after a long hiatus is concessioning large electricity projects and is undertaking a review of the benefits available to GOM from these projects under the current framework, as well as the feasibility of additional royalties so there is an equitable sharing of benefits between the GOM, the private sector and the beneficiary of electricity sales.</p> <p>In assisting the financial consultant, the services provided by Financial Modeller will include a review of the current framework for concession fees, royalties and revenue sharing based on existing laws and contracts and financial analysis examining the base case for financial benefits for each projects, alternative assessment of base case mechanics of revenue sharing arrangements and impact of these arrangements on project financeability.</p>
	<p>Development of an Affordable Housing Financial Model Year: 2008 Location: New Zealand Client: New Zealand Housing Foundation Position Held: Financial Analyst</p> <p>To better understand the financial and strategic implications arising from the implementation of this business model, Ridgway was been appointed to prepare a 1) development model which will be capable of scenario planning resulting in a required revenue model to test the sustainability of the business model under various operating parameters and 2) a financial model for assessing the impact on identified parties.</p>
	<p>Power Generation Fuel Option Study for a gold mine operation Year: January 2009 Location: Papua New Guinea Client: Maunsell Position Held: Financial Modeller</p> <p>Appointed by Maunsell as Financial Modeller to assist in a generation options study which will be form part of a power generation strategy for this gold mine. Tasks include identifying and evaluating various options for power generation to meet the 137 MW anticipated maximum demand/123MW average demand. Using agreed options, provide comparisons to satisfy third part reviewers which will include details on risks, costs, benefits, timing, O&M, emissions etc.</p>

	<p>Financial Advisory to Tanzania Electric Supply Company Limited, TANESCO Year: 2007 Location: Tanzania Client: Tanzania Electric Supply Company Limited Position Held: Internal Consulting Support – Financial Modelling</p> <p>Ridgway was appointed to study TANESCO’s financial position, its Corporate Plan strategies and the Financial Recovery Plan. The role involved assisting the financial expert with the development of a complex enterprise model and providing advice to TANESCO on both short and long financing requirements to improve the utility’s performance.</p>
	<p>Development of the Public-Private Partnership Central Unit (P3CU), BAPPENAS, Indonesia, Year: August – December 2008 Location: Indonesia Client: PA Consulting sponsored by the World Bank Position Held: Internal Consulting Support to Financial Specialist</p> <p>The Government of Indonesia through the Coordinating Ministry for Economic Affairs (CMEA) has commenced a technical assistance and support for development of a Public Private Partnership Central Unit (P3CU) and its network. PA Consulting was appointed to provide technical assistance to BAPPENAS. The main objective of the project is to provide advice to BAPPENAS for a) establishing an appropriate P3CU and its network to assist the KKPPI to discharge its role; and b) identifying and creating the required institutional capacity for the national P3 network to function effectively. This latter objective should be demonstrated through “value-added” for advancing 2 potential and 2 on-going P3 projects. In assisting the Financial Specialist, the services to be provided include preparation of Standard Operating Procedures, tools and templates for the P3 Network, Project Support for selected projects including the development of bidding rules based on international good practice, financial modelling/risk analysis, and unit role definition including regulatory and institutional recommendations.</p>
	<p>Drinking Water Affordability Year: April 2008 – July 2008 Location: New Zealand Client: Ministry of Health Position Held: Financial Analyst</p> <p>Ridgway was appointed to provide guidance on how to manage the requirements arising from the Health (Drinking Water) Amendment Act. Activities included the development of a production cost model, an affordability model and index and training key stakeholders on the running and analysis of the model and index.</p>
	<p>Business Valuation and Risk Assessment of a gold mine operation Year: 2008 Location: Papua New Guinea Client: Petromin Position Held: Financial Analyst</p> <p>Ridgway was appointed to undertake an independent business valuation and risk assessment of a gold mine operation in Papua New Guinea. Activities included a high level financial analysis and a risk assessment including financial, contractual and commodity pricing risks.</p>

	<p>Development of the Framework for Thermal BOT Tenders and Strategy for Gas Coordination and Harmonization with Market Roadmap</p> <p>Year: 2007 Location: Viet Nam Client: World Bank Position Held: Internal Consulting Support to IPP Specialist</p> <p>Engaged as the IPP Specialist to assist with the design and drafting of the framework for competitive tendering of thermal IPPs as BOT projects and to provide input into the national strategy for natural gas resource development to meet market requirements.</p>
	<p>Financial Advisory - Assessment of Previous Bidding and Prospects for TRANSCO Concession</p> <p>Year: November 2007 – March 2008 Location: Philippines Client: World Bank Position Held: Internal Consulting Support to Utility and Infrastructure Financial Advisor</p> <p>Assisting the Utility and Infrastructure Financial Advisor with an assessment of the privatization of TRANSCO by way of Concession focusing on the financial modelling aspects of this assessment.</p>
	<p>Review of Solomon Islands Electricity Authority (SIEA) Base Tariff</p> <p>Year: 2007 Location: Solomon Islands Client: SOPAC Position Held: Financial Modeller</p> <p>Ridgway was appointed to provide advice and recommendations to the SIEA on a tariff structure that will enable sustainable management and maintenance of its electricity networks. One of the primary objectives of this review was to assess and recommend a tariff model to promote the delivery of electricity services to rural areas.</p> <p>Activities performed include extensive stakeholder consultation and financial modelling to project demand development and to estimate investment and required revenue requirements review the fuel adjustment mechanism and propose a tariff structure for a range of consumer classes including low-income households.</p>
	<p>Rural and Female Enterprises Micro-Finance Project (Hope for the Nations),</p> <p>Year: 2006 – 2007 Location: Philippines Client: Hope for the Nations Position Held: Board Member</p> <p>As a member of the Board of Directors, providing governance for Philippines Micro-finance project focusing on rural and female enterprises. Involved in start up initiatives and planning for micro-finance expansion program</p>

	<p>Kerawalapitiya BOOT Combined Cycle Power Plant (Government of Sri Lanka) Sri Lanka Power 2004</p> <p>Year: 2004 Location: Sri Lanka Client: Government of Sri Lanka</p> <p>Ridgway was appointed as Financial Analyst on a Maunsell/AECOM led team to advise the Sri Lankan Government on the financial aspects of the tender process for the 300MW Kerawalapitiya combined cycle power plant. Mr Stewart provided assistance for the design and development of financial models to project revenue requirements, levels of demand, investment required and returns to the project company/shareholders.</p>
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13. CERTIFICATION

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



James Benjamin Stewart

Date: 18 December 2009