<u>Luciano Borin</u>
<u>CURRICULUM VITAE</u>

Born in Venice, Italy
Italian national
Resident in Tunis, TUNISIA
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Education:

Master in Chemical Engineering, Padua University, Italy
Alumnus of the European School of Business Administration (INSEAD), Fontainebleau, France (Finance)
Diploma on Strategic Leadership at MANU Strategic Leadership Institute, Denver, Colorado, USA
Languages: English, French, Italian, Spanish. Basic knowledge of Chinese

KEY COMPETENCIES

- Conceptualization, formulation and coordination **of strategies for private sector (including start-ups and SMEs) and financial sector development**, in a broad range of socio-economic contexts, in collaboration with Governments, Donors and stakeholders. World-wide experience on policy/strategy dialogue with Governments, on sector development strategies, particularly on industry, infrastructure, tourism and agribusiness, public enterprises restructuring, privatization of industrial companies and banking institutions, and export development strategies. Collaboration with UNESCO and British Broadcasting Corporation (BBC) to launch **innovative programs to foster cultural tourism** in Africa/

- Author of creative and sustainable approaches based on world-wide experience to develop **micro and small enterprises**, with particular innovative programs focusing on vulnerable groups (start-ups, youths and women entrepreneurs, etc.), encompassing policy and regulatory frameworks, institution/association capacity building, linking programs to specific **"triggers of growth"** (such as franchising, sub-contracting, remittances, historical heritage, etc.) and developing specific financing instruments including microfinance. Specific innovativemechanisms to enhance **equity-at-start**.

- Successful conceptualization and implementation of public–private partnerships (**PPP) infrastructure initiatives and investments** in emerging economies, developing investments up to 1 billion US$/project.

- Author of new approaches to apply **renewable energy to rural communities**

- Worldwide experience in **evaluation of investment projects** and **portfolio risk assessment** in a broad range of sectors, including extractive and manufacturing industries, agribusiness, tourism, infrastructure, as well as finance and microfinance.

- Broad **experience in fund raising** with international donors and private sector partners (up to US$1 billion grant from the Japanese Government to develop private sector in Africa).

- Proven **experience in managing multicultural/multidisciplinary teams** (up to 60 professionals including technical, environmental, financial and legal experts).

- **Author of publications** concerning SMEs development and PPP Infrastructure, such as:

  - Unleashing entrepreneurship in Africa: Women Entrepreneurs
  - Franchising in Africa as a tool for SMEs development
  - Developing PPPs in Africa
  - PPP Wind Energy potential in Africa
  - Successful Women Entrepreneurs (movie)
  - China, Africa and the African Diaspora

PROFESSIONAL ACTIVITY

AT PRESENT:

President of Actionstream Consulting (ASC): a private Tunisian "think-tank" experienced in formulating private sector development strategies and innovative mechanisms to foster economic growth in emerging economies. In particular,

- ASC has assisted the Government of Tunisia to ameliorate the institutional framework supporting SMEs, with targeted initiatives to ameliorate the performance of Business Centers and of selected Chambers of Commerce.
- ASC has provided professional support to the Cambridge Economic Policy Associated (CEPA) for the definition of a Photovoltaic Guarantee Facility by the African Development Bank to enhance adoption of PV energy in Tunisia.
- ASC has formulated a vocational skills enhancement and private sector development strategy for the Governorate of Tataouine (Tunisia), the largest Governorate in the country, affected by problems of economic stagnation and unemployment. The strategy also included actions to improve the responsiveness of private sector supporting public institutions (Business Centers, Regional Development Bureaus, etc.).
- ASC has provided advice to the Government of Tunisia (Caisse de Depots et

Consignations) to restructure the current system of regional public equity funding institutions (SICARS) serving SMEs.
- ASC has entered as equity partner and launched the operations of CDCGestion, a major equity investment fund in Tunisia with the participation of the local Caisse de Depots et Consignations (CDC), with a portfolio of approximately 90 local enterprises.
- ASC has identified successful start-up enterprise projects in selected regions of Tunisia, in collaboration with Financial Services Volunteer Corps (USA)
- ASC has established an affiliated company: Actionstream Mauritanie, to develop new initiatives promoting private sector activities in that country, in collaboration with local partners.

Previous ACTIVITIES:

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President, ACTIONSTREAM INTERNATIONAL (ASI), Italy

Focus on (i) consultancy services on industrial strategy and to catalyze investment in industrial and infrastructure sectors, (ii) definition of policies, strategies and implementation features of **Public-Private Partnerships** for infrastructure projects as well as for other sectors (for instance education and health sectors), (iii) the formulation/implementation and monitoring of SMEs programs, particularly addressing vulnerable groups (women, youths, start-ups, etc.) , and (iv) the utilization of renewable energy for industrial/infrastructure facilities and rural communities.

Director General, Private Sector Operations , AFRICAN DEVELOPMENT BANK

Abidjan, Ivory Coast/Tunis, Tunisia

Director of the Bank’s private sector operations, defining and implementing Bank strategies to assist private sector development in Africa, bringing innovative thinking towards introducing new approaches, building a 7 billion US$ portfolio (including micro-and SMEs financial intermediation, micro-finance, PPP infrastructure, extractive industries, agribusiness, tourism, petrochemicals, etc.).

Mr. Borin has developed innovative approaches for (i) developing SOE restructuring/privatization and Public-Private Partnership (PPP) mechanisms in a number of sectors, particularly but not limited to, infrastructure, banking, education; (ii) fostering business development for SMEs and economic empowerment for vulnerable groups, particularly focusing on women, youths. Innovative approaches to support start-ups, as well as financing of educational institutions, and developing safety nets approaches; (iii) expanding the adoption of renewable energy to rural environment.

Examples of investment transactions directed by Mr. Borin while at AfDB are listed below:
Infrastructure: **Nigeria** NLNG gas project (2 billion US$), **Mozambique-South Africa** SASOL gas extraction/pipeline **PPP** project (1 billion US$), **Uganda** BujagaliHydropower **PPP** project (660 million US$), **Senegal** Kounoune power **PPP** project (70 million US$); **South Africa** INCA **PPP** (municipality infrastructure, US50 million), **Pan African** AIG Infrastructure Investment Fund (500 million US$), **South Africa** SAIF Investment Fund for SMEs (100 million US$), **Mauritius** Indian Ocean SMEs Investment Fund (50 million US$), etc.

Mining: Mauritania SNIM Iron Ore project, **Mozambique** MOMA Titanium Oxide Project; **Kenya** Titanium Oxide project; **Niger** gold mining project, **Burkina Faso** gold mining project, etc;

Agribusiness: Ghana GOPDC palm oil, **Kenya** coffee

Tourism: Zambia Intercontinental Lusaka, **Uganda** Sheraton Kampala, **Egypt** Windsor Hotel Hourgada, **Mal**i Hotel Salaam, **Mozambique** Island of Mozambique cultural tourism, etc.

Financial Intermediation: Equity Funds /Lines of Credit/Partial Guarantees/Risk **Sharing Loans/Technical Assistance facilities** to Amen Bank, Banque de Tunisie, TunisieLeasing (**Tunisia**), Indian Ocean Investment Fund (Mauritius), **Africa PPP Fund** (regional) K-REP Microfinance (**Kenya**,), EcoBank (**West Africa**), BOAD (**West Africa**), CAL Bank (**Ghana**), Zenith Bank (**Nigeria**), Botswana Development Bank (**Botswana**), NedBank, ABSA (**South Africa**), Generale des Banques de Mauritanie (**Mauritania**) etc. for an overall AfDB lending of US$ 800 million. Technical Assistance to Governments to privatizestate banks and establishing **micro-finance private institutions**, either as stand-alone entities or as commercial banks windows.

SMEs Programs: conceptualizing, structuring and launching several programs targeting SMEs development, including the SMEs women entrepreneurs programs in Kenya (GOWE) and Cameroon, development of Franchising programs for SMEs in South Africa, emergency program for Somalia, etc..
M.Borin negotiated and concluded **a 1 billion US$ grant** by the Japanese Government to support SMES development in Africa.

Regional Director, West and Central Africa Regional Office
INTERNATIONAL FINANCE CORPORATION (IFC, WORLD BANK GROUP)
Abidjan, Cote d'Ivoire

Head of the IFC Regional Office in Abidjan, Ivory Coast,, with coordinating role over the West and Central Africa regions.. Responsibility for development of SME private investment pipeline, particularly in infrastructure, agribusiness, tourism and extractive industries. A particular focus of the Office activities was assistance to and financing of **small business and microfinance** in the two regions.

Examples of investment transactions: Cote d'Ivoire: **Azito Gas Power PPP** project, **Marcory Toll Bridge PPP** project, **private schools** in Cote d'Ivoire and Guinea, **PPP medical clinics** in Cote d'Ivoire and Nigeria, **construction materials** project in Mali, **water bottling plant** in Cote d'Ivoire, **Salaam Hote**l in Bamako, Mali, **two microfinance** operations in Mali, **private business incubator** in Cote d'Ivoire, etc.

Head, Private Sector Division,
Eastern Africa Department
THE WORLD BANK
Washington D.C., USA

Manager and coordinator of WB private sector activities in the Eastern Africa region, including infrastructure, financial sector and programs for socio-economic development in Ethiopia, Kenya, Uganda and Tanzania (formulation of policy and regulatory frameworks, privatizations of SOEs, export promotion strategies, export promotion zones, institution building for associations, chambers of commerce, business support centers, business incubators, export processing zones, targeted SMEs programs, public banks privatization, etc.. A comprehensive **Export Promotion Strategy for Tanzania** involved collaboration with Mauritius and south-east Asian countries such as Singapore and Thailand.

Deputy Director
WORLD BANK REGIONAL MISSION
Nairobi, Kenya

Manager at the regional WB Office (98 staff) with responsibility for defining and implementing assistance programs in Eastern Africa and relief operations in Somalia. Focus on SMEs and microfinance.

<u>Director,</u>
<u>WORLD BANK SOMALIA OFFICE</u>
Mogadishu, Somalia

Responsible of country and policy dialogue with the Government of Somalia, key contributor to country assistance program, coordinator of portfolio monitoring, and responsible for implementation of social projects and micro-enterprises in the context of the WB Social Fund (education, health, income generation).

<u>Senior Industrial Expert/Team Leader</u>
<u>Eastern Europe, Middle East and North Africa</u>
<u>THE WORLD BANK</u>
Washington D.C., USA

Leader of the first WB industrial operation in **Poland** (**export promotion** and petrochemical and manufacturing sectors); environmental activities in **Tunisia** and **Poland**, and on fertilizer industry (potash and phosphate) in **Jordan.**

<u>Lead Industrial Specialist</u>
<u>INDUSTRY DEPARTMENT,THE WORLD BANK</u>
Washington D.C.

Coordinator of industrial operations in Turkey, Egypt, Tunisia, Morocco, Colombia, Thailand, Sri Lanka, Uganda, Zambia. Coordinator of the first WB industrial operation in China (petrochemical sector).

<u>Program Manager</u>
<u>ANIC, ENI Group</u>
Milano, Italy

Responsible for programming operations in the petrochemical sector and for developing international joint-ventures in the fertilizer sector (USA, Syria, Egypt, Madagascar).