



Frilet - Société d'Avocats

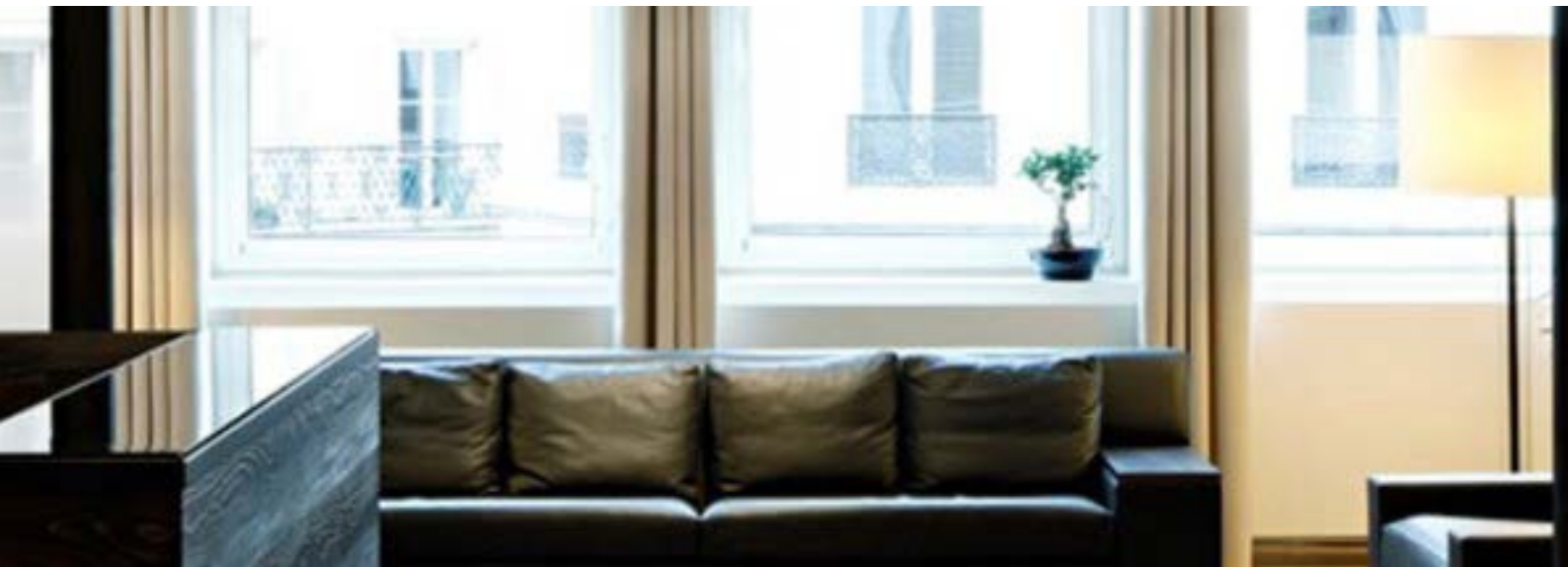
A world of References for complex projects in Construction, Infrastructure and Mining sector including Concessions and PPPs'

Table of content

Our firm (law firm presentation)	1
Our expertise	4
Our alliance	5
Founding partner - experience and contribution to knowledge	7
Memberships	9

Frilet Société d'Avocats (Client References)

Sample of References I: Private Clients	10
Sample of References II: Public Clients	14
Sample of References III: Training and Working Groups	17
Sample of References IV: Over 160 Peer Exchanges and Contributions to Global Knowledge	20
Contact	35



Our firm

For more information, take a look at our new website at: www.frilet.com

Founded in 1998, Frilet - Société d'Avocat is a boutique law firm with a unique culture for assisting private and public clients in the design and implementation of complex, and often innovative, projects and transactions for over 30 years. The firm focuses in **complex projects in development and project implementation in the infrastructure, utility, PPP, oil and gas, and mining sector** (this includes joint venture and M&A of all kind, structured finance, ADR, and arbitration).

This capacity stands from a well recognized legal, tax and institutional expertise in various sectors and jurisdictions which include sport, communication, sponsoring, maritime, etc.

Frilet-Law firm is also active in general corporate and privatisation. The firm's practice involves the preparation and negotiation of contracts and regulatory arrangements, including contacts and negotiations.

We advise, on a regular basis, private sector companies and consortiums as well as government and multilaterals. This takes place mainly in developing countries (although we are retained on a regular basis for complex projects or deals in France). **Our results and multidisciplinary skills compounded by a blend of anticipation, international experience, and unique networking dates back more than 35 years ago.**

Our 'Additional Touch'

In addition to the traditional advising activities of a top market law firm (responsive advice to clients and both individual and law firm accountability), our level of expertise has permitted to develop over the years the practice of "expert exchanges" and sometimes of "consensus negotiation" when our expertise may be relied upon by several stakeholders to facilitate the design and development of a sustainable projects. This is especially the case for Projects with long payback period and complex situations.

Example Francophone Africa:

In this role, we prepare support documentation on precedents in various legal systems, identify the potential issues and outline a legal and institutional strategy including key contacts and related documents such as protocols and eventually contracts to resolve them. This is an important factor in Francophone Africa administrative culture (do not simply ask questions or attempt to impose a view, but after an in depth evaluation, with the assistance of local practitioners when necessary, "agree" the existence of real issues and "propose" operational solutions, which have the chances to be reasonably acceptable and workable for all).

Our in depth practice and knowledge of local laws and practice including public laws and administrative laws, which play an important role for any large project in those countries is often critical for the success of this approach to the satisfaction of all stakeholders.

Our Networks

We benefit from unique networks and we participate actively to cross fertilization with our peers and the industry.

1. Direct resources: in house

Our firm is essentially positioned as a "black box" of high level expertise having in situation full capacity to implement our advice adapted to the day-to-day and practical application on the ground and up to remote worksites where we travel on a regular basis. To this effect, our policy is to hire and train a small team of legal practitioners with high potential and international background where reactivity and entrepreneurial mood is essential. This in house training permits us to be extremely competitive in term of fees. We are able then to provide a multi sector legal expertise which is otherwise disseminated between various departments or law firms (or which would need otherwise several law and audit firms).

2. Direct resources: GcilA (international legal network)

The Global Construction & Infrastructure Legal Alliance (GcilA) was founded in 2012 by Frilet Société d'Avocats in France and Watt, Tieder, Hoffaer & Fitzgerald LLP (Watt Tieder) in the US.

The creation of this unique alliance where each member firm, in addition to traditional referral, put at disposal of the others when beneficial to our clients their best lawyers is the response to the increasing need of an international law firm network able to provide its clients with legal support, advisory skills and optimal solutions in all aspects of national and international construction and infrastructure projects.

Since then, the Alliance has grown with the membership of three leading law firms in France and Germany and with the development of a unique Knowledge Center. (More information on page 5).

3. First Circle

In addition to our direct resources, (and to our documentation center built over 25 years and unique in its kind), we have the capacity to mobilize virtually in real time other expert resources additional to ours, if and when necessary not only in the legal and tax sectors but also in environmental socio economic engineering and planning matter all essential for the success of complex projects. Our well-tested practice is to develop a teamwork spirit and an organization guaranteeing results.

This is possible since we are an “expert niche” law firm focusing mostly on upfront advice in major projects and landmark transactions. We are convinced by many precedents that we are in fact not real competitors but rather “best friends” with the legal experts more specialized than us in some area more particularly in the countries were we provide advice.

4. Second Circle

Another network which is our second circle, for exchanging or deferring additional business to recognized experts is the French Institute of International Legal Experts (IFEJI) comprising over 100 international legal experts.

5. Third circle

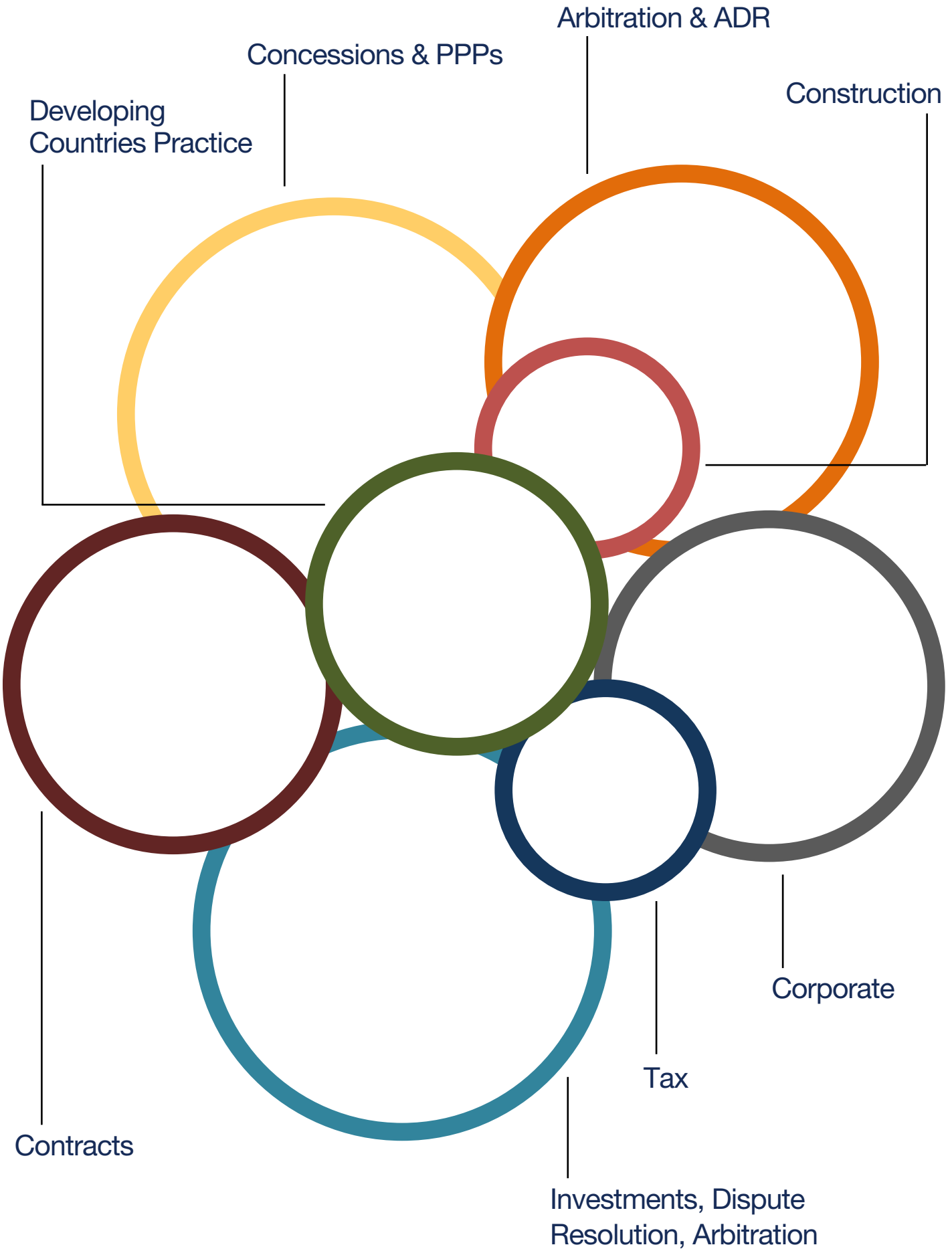
A third circle of expertise and exchange is made various think tanks and research centres to which we participate and which represents a unique, practical, academic and ready-made resource center.

We have developed for more than a decade a very close relationship with the Confederation of International Contractor’s Associations (CICA) and with FNTF. Regular exchanges with the industry and related cross fertilization has been an essential ingredient for the creation of the UNECE International Centre of Excellence Concessions and PPP ‘Policies, Laws and Institutions’ which is a major mandate given by the UN to IFEJI/CICA in a matter essential for reaching the post 2015 Sustainable Development Goals. The recent association ETIC PPP where we are one of the reference experts will contribute to the development of universal best practices and standards to be considered for incorporation in framework laws and regulations and ad hoc Agreements.

This circle also comprises the World Bank at various levels, MIGA, the American College of Construction Lawyers (ACCL), the Agence Française de Développement (AFD), International Bar Association (IBA), where Marc Frilet has been co-chair of the international construction projects committee for several years, the Dispute Review Board Foundation for which Marc Frilet is the French representative, the African Development Bank, the Asian Development Bank, the OECD more particularly the ISMED program, the EU (DEVCO), SEFI (French international contractor association), the French association of industry captains (MEDEF) and finally the French business lawyer association (ACE) where Marc Frilet was the chairman of the international division for many years (and is currently honorary chairman).

This network which also includes excellent relationships with some leading UK and US law firms which often refer clients to us.

Our Expertise



More on our Alliance

Global Construction & Infrastructure Legal Alliance (GcilA)

Headquartered in Paris, France, the Global Construction & Infrastructure Legal Alliance is composed of five leading international firms:

- **Watt, Tieder Hoffar & Fitzgerald (US)**
- **Karila Société d'Avocats (France)**
- **P.S. Consulting (US and France)**
- **Breyer Rechtsanwälte (Germany)**
- **Frilet Société d'Avocats (France)**

This unique alliance was created in response to the increasing need for a network of international law firms able to provide its clients with legal support, advisory skills, and innovative solutions for national and international construction, infrastructure, and mining projects.

Services & Expertise

The lawyers at GcilA have decades of international experience, managing complex projects and legal matters on a global scale. At the same time, our in depth knowledge of local markets and legal systems makes us the ideal partners for any project.

Our services include drafting and negotiation of complex contracts and joint ventures, claims management, dispute resolution, contract management, construction insurance, concession and PPP projects and more.

We specialize in a variety of different domains including construction, mining, infrastructure, energy projects, insurance, and real estate.

Our Experience

GcilA's partner firms manage billion dollar projects across the globe from start to finish. Whether in Malaysia, Western Africa, or Hawaii, our experienced teams accompany clients throughout the entire project and legal process.

Projects include the Petronas Towers in Kuala Lumpur, mass-housing projects in Caracas, ore handling terminals in the South-Pacific, a power plant in Taiwan, a deep sea port concession in Madagascar, and a construction of TGV in Morocco.

All partner firms are frequently recognized by well-known legal guides such as Chambers and Partners, Who's Who Legal and The Legal 500, for outstanding work and legal services in their respective domains.

Training & Workshops

The accredited instructors at the Global Construction & Infrastructure Legal Alliance are experts in their respective fields and have held workshops for clients ranging from contractors over governments and other public entities to multinational companies and private clients.

GcilA's training expertise covers subjects such as claims and contract management, dispute resolution, PPPs and concessions, international procurement, litigation, contract drafting and more.

Through the development of customized training for each client, we are able to inform and teach more effectively and efficiently based on the client's specific needs and requirements.

Knowledge Center

A primary objective of GcilA is to contribute to the increase of the legal and practical knowledge for the success of complex projects which have more and more based on international and contractual framework.

To this effect, GcilA has embarked in a design of a unique Knowledge Center which is now operational.

For Knowledge Center presentation and content, see GcilA website.

Global Networking

Developing proactive exchange and transnational synergies between leading experts from different legal systems and sectors is one of GcilA's core missions. This international alignment allows us to transition effortlessly across different countries and legal frameworks.

GcilA's member firms continuously strive to expand this sustainable network of global experts and discuss everything ranging from legal practices to finding the ideal support and representation for private, public, national or international clients.

Contact

Address: 91, rue du Faubourg Saint-Honoré
75008 Paris
France

Email: contact@gcila.org

Website: www.gcila.org





Marc FRILET
Frilet - Société d'Avocats



Founding partner experience and contribution to knowledge

Marc FRILET is the managing partner of the Paris law firm Frilet-Société d'Avocats, a boutique law firm specialising in all kinds of large construction, infrastructure and mining projects in France and internationally, with a particular focus on developing nations, in majority in Africa. He has contributed, directly and as coordinator of multidisciplinary teams to develop some of the most complex and landmark projects in the infrastructure and mining sector.

The firm is also active in general corporate and privatisation. The firm's practice involves the preparation and negotiation of contracts and regulatory arrangements, including contacts and negotiations with governments and multilaterals.

Marc is regularly involved in contract administration claims and alternative dispute resolution in construction and PPP contracts. He represents parties or is called as arbitrator or as expert in international arbitrations. He is often retained by countries and multilaterals for contributing to the draft of laws and regulations (recently in Africa, Middle East, and Far East).

After graduating from the University of Aix-en-Provence, Marc graduated in Political Sciences (public service section) and obtained a postgraduate degree in French Business law (DJCE) before receiving his LLM degree from Mac Gill University (Montreal).

Marc is fluent in English and French. He has been teaching for several years International Investment Law at University Paris Descartes and mining laws at l'Ecole des Mines. He is the former co-chair of Committee T (International construction project of IBA) and former Council member of the IBA. He is honorary Chairman of the international division of the ACE (the leading French business lawyer's association).

He is also Vice-president of the French Institute of International Legal Experts (IFEJI), member of the board of the African Law Institute, French representative of the Dispute Resolution Board Foundation (DRBF) and Fellow of the American College of Construction Lawyers (ACCL).

For over twenty five years, Marc is heavily involved in international exchanges' aiming at facilitating the convergence between Civil Law and Common Law, legal tradition and practices and for better regulation and clients practices around the world.

As such, Marc has been heading several working groups, mainly on the optimization of the regulatory process and practice for better governance (based on a OHADA example), on international procurement, on standard contracts conditions, on public infrastructure service concessions and other types of PPPs. Those groups are multi-sectorial, and include public and private members.

Marc has been recently appointed by the United Nations Economic Commission for Europe (UNECE) as team leader for the UNECE project to develop standards for zero tolerance for corruption in PPPs.

In his capacity of Vice-president of IFEJI, Marc is co-promoter with the Confederation of International Contractors Association (CICA) of the UNECE International Center of Excellence "Policies, Law, and institutions" for Concessions and other PPPs.

Marc is the current Chair of the Management Committee of the Global Construction Infrastructure and Legal Alliance (Gcila), an international legal network that is composed of five leading law firms having a recognized track records in complex construction, infrastructure and mining projects. (www.gcila.org)

Marc is regularly quoted as a leading lawyer in international construction practice, Concessions and other PPP, and has received over the years many awards from leading publications.

Frilet - Société d'avocats
91 rue du Faubourg Saint Honoré
F-75008 Paris
Tél : + 33 1 56 26 00 40
Email : avocats@frilet.com

Marc Frilet's Memberships

- Vice President of French Institute of International Legal Experts (IFEJI)
- Co-Chair of the PPP task force of the International Contractors Association (CICA)
- French Representative of the Dispute Resolution Board Foundation (DRBF)
- "Fellow" of the American College of Construction Lawyers (ACCL)
- Founding member of the International Construction Law Association (ICLA)
- French Bar Association expert in European Contract law (CNB)
- Board member Int. Committee of the French Association of Business Lawyers (ACE)
- Member of the Union Internationale des Avocats (UIA)
- Member of the Expert College for OHADA Uniform Laws in Africa (UNIDA)
- Board Member College of Governors, African Law Institute
- Member of the French Arbitration Committee
- Member of the Indian Institute of Arbitration
- Member of the French Construction Law Association,
- Past vice chair International Committee at Paris Bar
- Past co-Chair PPP Task Force, (IBA)
- Honorary chair International Committee of the French Association of Business Lawyers (ACE)
- Past Council Member Section of Business Law, International Bar Association
- Past co-chair of Committee T (International Construction Project), IBA
- Past co-chair of the section Energy & Natural Resources at Inter Pacific Bar Association (IPBA)

Sample of References I: Private Clients

Since both strategic and day to day advice in legal and tax matter in the development of complex projects necessitate, in addition to sophisticated legal and tax techniques, a wide range of expertise gained on lessons learned project after project in different countries and legal systems, we have developed a specific approach on our work.

We advise major projects for which our expertise in public and private law and practice and international culture is a plus. For example, Euro Disney, "Grand Stade" or Autolib project in Paris, various ports, several PPP, prisons, marinas, toll highways, breakwaters, dredging, water, power including landmark regional projects and world class mines in Madagascar, Guinea, Congo, etc.

We also advise promoters, contractors and banking sector on the impact of public contract law and administrative law on PPP and concessions projects. We outline hereafter significant private client work over the years.

North and sub-Saharan Africa

Area/Country	Description of the project	Function
ALGERIA	Construction of different factories and complexes in the transportation sector	Lead Counsel
ALGERIA	Privatization of oil service company	Lead Counsel
ALGERIA	Construction of a gas liquefaction unit	Lead Counsel
ALGERIA	Construction of social programs for housing	Lead Counsel
ALGERIA	Development of exploitation permit (oil)	Expert Counsel
ALGERIA	Construction of an Embassy	Lead Counsel
ALGERIA	Construction of factories and cement production units	Lead Counsel
ALGERIA	Construction of several roads across the country	Expert Counsel
ANGOLA	Rehabilitation and purchase of a port silo	Lead Counsel
BENIN	Port construction claims	Lead Counsel
CAMEROON	Development of an exploitation permit (oil)	Expert Counsel
CAMEROON	License transfer and joint venture farm in (oil)	Expert Counsel
CAMEROON	Construction and development of an Aluminum factory	Expert Counsel
CENTRAL AFRICA REPUBLIC	Development and exploitation of industrial diamond projects	Lead Counsel
CHAD	Draft of the institutional framework for the College of Control of Petroleum Resources	Project Leader
CHAD	Draft of the Bylaws of the Chad Arbitration Center	Project Leader
COMORES	Port construction claims	Lead Counsel
CONGO (BRAZZAVILLE)	Rehabilitation and airport certification	Lead Counsel
CONGO (BRAZZAVILLE)	<p>Iron ore: world-class project</p> <ul style="list-style-type: none"> ✓ Creation, negotiation and implementation of the basic institutional and legal framework, ✓ Procurement process and monitoring of all permits, ✓ Organization of local company (corporate, tax, employment contracts) ✓ Construction of public infrastructure (rail ways, ports, roads, etc.) ✓ Design and implementation of environmental, land and community actions 	Lead Counsel

Area/Country	Description of the project	Function
CONGO (BRAZZAVILLE)	Legal and tax system and operating agreement (petroleum)	Expert Counsel
CONGO (BRAZZAVILLE)	Energy production in connection with mining operations	Lead Counsel
CONGO (BRAZZAVILLE)	Multipurpose public port project	Lead Counsel
CONGO (BRAZZAVILLE)	Rehabilitation of parts of the road network	Lead Counsel
CONGO (BRAZZAVILLE)	Exploitation of the Congolese forest ✓ Permits, corporate contracts and legal and tax system ✓ Investment Agreement	Lead Counsel
CONGO (BRAZZAVILLE)	Due diligence for the purchase of a logging company	Lead Counsel
IVORY COAST	International Arbitration ICC (oil)	Expert
GABON	Corporate, Legal and tax system and operating agreement (petroleum)	Expert Counsel
GABON	Port construction and litigation	Lead Counsel
GABON	Construction of mining railways	Lead Counsel
GUINEA (CONAKRY)	Construction of several structuring roads across the country	Lead Counsel
GUINEA (CONAKRY)	Iron ore: world-class project ✓ Creation, negotiation and implementation of the institutional framework ; drafting and negotiation of the basic agreement, ✓ Development and monitoring of the socio-economic and environmental studies. Implementation of the process for obtaining and monitoring all permits ✓ Organization of local company (corporate, tax, employment contracts) ✓ Construction of necessary public and mining infrastructures (railways, ports, roads, etc.) ✓ Contribution at the elaboration and implementation of the institutional and regulatory framework (synthesis of local law and international best practices) Environment Community Land use Expropriation and resettlement	Lead Counsel
GUINEA (CONAKRY)	Rehabilitation and certification of the public/mining airport in Zérakouré, Simandou	Lead Counsel
GUINEA (CONAKRY)	Energy production in connection with mining operations	Lead Counsel
GUINEA (CONAKRY)	Mining project (gold) Legal and tax system, joint venture and transfer of interests	Lead Counsel
GUINEA (CONAKRY)	Mining project (aluminum): corporate, legal and tax	Expert Counsel
GUINEA (CONAKRY)	Multipurpose ore port (bauxite)	Lead Counsel
MOROCCO	✓ Dispute on TGV Project	
MAURITANIA	✓ Exploration and development of iron ore	Expert Counsel

Area/Country	Description of the project	Function
TUNISIA	<ul style="list-style-type: none"> ✓ Building of a new port logistics zone ✓ Port concession 	

Madagascar

Area/Country	Description of the project	Function
MADAGASCAR	Public service, production and energy transportation concession	<i>Lead Counsel</i>
MADAGASCAR	Concession PPP for public water services	<i>Lead Counsel</i>
MADAGASCAR	<p>Ilmenite : world-class mining project</p> <ul style="list-style-type: none"> ✓ Creation, negotiation and implementation of the institutional framework and the investment agreement, ✓ Development and implementation of the regulatory framework and monitoring of the socio-economic and environmental studies, ✓ Implementation of the procurement process and monitoring of all permits ✓ Creation, development and implementation of local legal entities (corporate, employment, tax) ✓ Construction of public and mining infrastructures (railways, ports, roads, etc.), ✓ Elaboration and implementation of community actions, ✓ Implementation of a regulatory and legal framework for the entire process : <ul style="list-style-type: none"> Environmental Land use Expropriation and resettlement ✓ Participation at every stage of the development of the project : commissioning and producing 	<i>Lead Counsel</i>
MADAGASCAR	<ul style="list-style-type: none"> ✓ Global concession PPP for a public service port in deepwater, ✓ Programming, legal status and development of urban areas and areas of port development (Freeport) 	<i>Lead Counsel</i>

Europe and France

Area/Country	Description of the project	Function
FRANCE	Concession PPP of the Eurotunnel project	Associate Counsel
FRANCE	Concession PPP of the world-class stadium in Paris (<i>Stade de France</i>)	Lead Counsel
FRANCE	Concession PPP of electric-cars (<i>Autolib-Paris</i>)	Lead Counsel
FRANCE	Reorganization of the entire legal structure of the <i>Saint Laurent du Var</i> port concession PPP and related contracts	Lead Counsel
FRANCE	Development of the area of the marina concession PPP in Cannes	Expert Counsel
FRANCE	Development of different marina concessions PPP	Expert Counsel
FRANCE	Review of the concession PPP for the North-East road in France	Lead Counsel
FRANCE	Tender advice for a public lighting PPP	Lead Counsel
FRANCE	Tender advice for the construction, implementation and management of a prison PPP	Lead Counsel
FRANCE	Tender advice for the construction and implementation of a port concession PPP	Lead Counsel
FRANCE	ICC Arbitration against an Italian construction company	Expert Counsel

French overseas departments and territories

Area/Country	Description of the projects	Function
GUADELOUPE	Several operations in project financing : <ul style="list-style-type: none"> ✓ construction and development of ports and marinas ✓ construction and development of hotels and resorts ✓ construction of hotel programs 	Lead Counsel
GUYANA	Joint-venture project: Due diligence for Guyanor	Lead Counsel
GUYANA	Construction and construction of a EPX and a Port under concession PPP	Lead Counsel
LA RÉUNION	Energy : Micro electric central concession PPP	Lead Counsel
MARTINIQUE	Management in concession PPP of marinas	Co-Counsel
SAINT MARTIN	Several operations in project financing : Construction of hotels	Lead Counsel

Asia

Area/Country	Description of the project	Function
INDIA	ICC arbitration dispute with an Indian company that builds dams	Expert Counsel
INDIA	Investment in a plant for water production and water treatment	Lead Counsel
INDIA	Multiple « Foreign collaboration Agreement » to associate French and Indian companies in the building of factories and complexes within several sectors	Lead Counsel

Sample of References II: Public Clients

We advise governmental institutions, sub sovereign and municipalities essentially on PPP and concessions, procurement, international investment and design of laws, regulations and standard contracts. We are expert for international institutions such as the World Bank Group and Agence Française de Développement (AFD) and for developing countries for various types of services.

Over more than 15 years we have developed an in depth expertise in environmental, socio economic and resettlement matters, and more generally governance CSR and the new concept of social license to operate for which we maintain very close contact with the multilateral and the NGOs (we have drafted and negotiated numerous regulations protocols and contracts in various African countries).

We outline hereafter our significant public client work over the years.

Country / Region	Client	Object / function	Description
BURKINA FASO	AFD Group 2iE	Project Leader	<ul style="list-style-type: none"> ✓ Study of the legal framework for a regional engineering school ✓ Study of various option for the legal and social structure of the project, warranties, land ownership, financing, etc.
BURKINA FASO	AFD	Project Leader	<ul style="list-style-type: none"> ✓ Legal advice on the rehabilitation of bus stations project in the city of Ouagadougou ✓ Drafting of a memorandum on the debt methodology of the Municipality of Ouagadougou ✓ Review of leasing contracts and the credit agreement. Drafting of surety ship acts. Legal opinion on the validity of the credit and surety ship agreement
CHAD	Chad / ICC Geneva	Project Leader	<ul style="list-style-type: none"> ✓ Drafting of a new public procurement code and various implementing provisions including the aspects of conciliation, appeal, status and operation of regulatory authorities ✓ Drafting of a training and procedure manual
EUROPE	DEVCO	Expert Counsel	<ul style="list-style-type: none"> ✓ Advise on desalinization plant ✓ Draft of a new Design and Build contract for DEVCO financed projects around the world
FRANCE (GUADALOUPE)	Autonomous Port	Expert Counsel	Development of the port at Pointe à Pitre
FRANCE (GUYANA)	Commerce Chamber	Expert Counsel	Development of a Freeport Port Degrannes
GUINEA-BISSAU	Guinea Bissau / ICC Geneva	Project Leader	<ul style="list-style-type: none"> ✓ Development of a new decree regulating public procurement in Guinea Bissau ✓ Development of implementing legislation for the institution framework and carious procedures
GUINEA (CONAKRY)	Transportation Ministry	Expert Counsel	Dry port : draft concession PPP
GUINEA (CONAKRY)	Interministerial Committee	Committee General Secretary Trans-Guinean Railways	Development of the rehabilitation project of concession or PPP railways

Country / Region	Client	Object / function	Description
GUINEA (CONAKRY)	Interministerial Committee	Committee General Secretary Urban railway	<ul style="list-style-type: none"> ✓ Legal synthesis and advice ✓ Development of a concession PPP project for the construction of railways
		Committee General Secretary Mineral Railways	<ul style="list-style-type: none"> ✓ Development of the program for mineral
IVORY COAST	AFD / ADETEF government	Project Leader	<ul style="list-style-type: none"> ✓ Training on the conditions of success on concession and other PPPs in West Africa ✓ Design of a methodology to draft and implement efficient legislations and regulations in the field of PPPs ✓ DSP Model Type Contract ✓ Issues, concepts and tools for evaluating projects
IVORY COAST	Ivory Coast / ICC Geneva	Project Leader	<ul style="list-style-type: none"> ✓ Reform of the public procurement process in Ivory Coast <p>Recommendations on the settlement of disputes and on the legal framework of concessions and PPPs</p>
IVORY COAST, LIBERIA, SIERRA LEONE, GUINEA	CEDEAO (WAPP)	Team leader Institutional, legal and fiscal Lead Counsel	<p>Concession for the interconnected electrical line WAPP-CLSG</p> <ul style="list-style-type: none"> ✓ Institutional, legal and contractual framework for the realization of an interconnected electrical line project in four countries of East Africa ✓ Structure of the project : ✓ Drafting of a regional treaty for the management of the interconnected line ✓ Drafting of an international Project Agreement ✓ Drafting of several contracts, Power Purchase, Transport, etc. <p>Seminars and trainings</p>
MADAGASCAR	Madagascar / World Bank	Project Leader	<ul style="list-style-type: none"> ✓ Drafting of a new procurement code ✓ Drafting of a series of decrees including the institutional framework of the various authorities ✓ Training seminars
MADAGASCAR	Road Directorate	Lead Counsel	International Arbitration : litigation on the rehabilitation of roads
NIGER	SFI	Legal Expert	<ul style="list-style-type: none"> ✓ Institutional and legal framework on the realization of a dry port in concession PPP ✓ Preparation of tender documents
NIGER	Transport Minister	Expert Counsel	<ul style="list-style-type: none"> ✓ Dry port: draft concession

Country / Region	Client	Object / function	Description
SYRIA	AFD / WB	<i>Team Leader</i>	<ul style="list-style-type: none"> ✓ "Drafting of a comprehensive framework law for concession and other PPP including executive orders" ✓ Evaluation of the regulatory institutional and legislative framework, and of its practice ✓ Exchanges with the Syrian authorities and the industry (national and international) on the possible scope of concession and PPP law ✓ Benchmarking with other significant situations and their practice in various countries ✓ Gap analysis and proposals ✓ Participating to workshops and conferences in Syria and in Europe with the Syrian delegation ✓ Drafting framework law & executive orders. Exchanging and drafting final documents up to endorsement by the authorities
TUNISIA	Transportation Ministry	<i>Lead Counsel</i>	<ul style="list-style-type: none"> ✓ Development of a port logistic zone (ZFIE) in concession PPP ✓ Institutional and contractual framework for the realization of the port in Radès
TUNISIA	ADETEF	<i>Lead Counsel</i>	<ul style="list-style-type: none"> ✓ Construction of a new port logistic area ✓ Port concession
USA	World Bank	<i>Project Leader</i>	Drafting of standard contractual provisions for procurement of civil works in Civil Law countries
VIETNAM	AFD/ADETEF	<i>Lead Counsel</i>	Exchanges with the Vietnamese authorities (ministerial and municipal level) on the benefits of PPP, the current situation in Vietnam and contribution to benchmarking with international best practices with the view of attracting investors: Review of regulations and practices and Proposed roadmap

Sample of References III: Training and Working Groups

Training	Participation of the law firm
Université Paris V - Descartes	✓ Visiting Professor of International Investment Law (including investment in PPPs - Master II)
Ecole des Mines de Paris (CESAM)	✓ Teaching Investment Law and Major Mining Contracts
CESAM - Institut de formation de l'Ecole des Mines de Paris	✓ Teaching Mining Investment Law
Edition Formation Entreprise (EFE)	✓ Moderator at numerous seminars on corporate executive and civil servant training among those: <ul style="list-style-type: none"> - « Large PPP infrastructure projects», - « Contract under Common Law », - « Investments in India », - « Alternative dispute resolution», - « Arbitration », etc

Institution / Working Group	Participation of the law firm
ADETEF (Agence de coopération technique internationale)	✓ Numerous exchanges for the improvement of regulations and practices in different geographic areas, mainly Central and Eastern Europe and Africa, but also in South-East Asia (Vietnam) ✓ Co facilitator and speaker at various seminars with foreign delegations on concessions and PPPs ✓ Collaboration for the drafting of a vademecum on the international conditions of success on concessions and other PPPs
Agence Française de Développement (AFD)	✓ Round Table on the conditions of success on concession and other PPPs ✓ Training on the foreign administrative frameworks on the legal conditions of success on concession and other PPPs
Association des Conseil d'Entreprise (ACE)	✓ Honorary President of the International section : participation in many activities on improving doing the "Doing Business" report of the World Bank ✓ Contribution to the evaluation and improvements of International Law ✓ Contribution to the necessary convergence between Common Law and Civil Law
Association Française des Juristes d'Entreprise (AFJE)	✓ Round Table et training on legal practices of large international projects (public procurement, concessions at PPPs)
African Development Bank (AfDB)	✓ Exchanges and travels to Tunis for the following topics: <ul style="list-style-type: none"> - Improvement of the procurement process - Conditions of success of concessions and other PPPs

Institution / Working Group	Participation of the law firm
<p align="center">World Bank</p>	<ul style="list-style-type: none"> ✓ Speaker at numerous seminars and trainings organized by the World Bank and the IFC in Washington, Paris and other countries (1 to 2 seminars per year for 20 years) ✓ Contribution to the organization of exchanges between the IJEFJI and Barreau de Paris followed by the drafting of reference books in different sectors ✓ Participation at the Law Justice and Development program ✓ Numerous exchanges on OHADA ✓ Organization and main speaker of several conferences and workshops on the conditions of success of Concessions and PPPs in developing countries ✓ Participation at the World Bank works for improving the procurement process
<p align="center">United Nations - Economic Commission for Europe (UNECE)</p>	<ul style="list-style-type: none"> ✓ Expert on concessions and other PPPs at the United Nations : <ul style="list-style-type: none"> - Participation at different studies and meetings in Europe - Speaker at the PPP Days in Geneva on the conditions of success of concessions and other PPPs; presentation of the Vademecum
<p align="center">Confederation of International Contractors' Association (CICA)</p>	<ul style="list-style-type: none"> ✓ Main Legal Counsel of CICA for public procurement, concessions and other PPPs ✓ Drafting of numerous memorandums and participation at the institutional meetings with the multilaterals and different employers' organizations ✓ Drafting of standard bidding documents for development agencies ✓ Co-facilitator of the working group CICA on concessions and other PPPs
<p align="center">Conseil des Barreaux Européens (CCBE)</p>	<ul style="list-style-type: none"> ✓ Expert at the CCBE for the harmonization of contract law in Europe ; as well as the organization of regular exchanges, drafting of articles and speaker at different seminars in Europe ✓ Two hearings with the European Commission on the program to implement for improving the flow of transactions in Europe and the perspective of practitioners in European Contract Law
<p align="center">Direction des Affaires Extérieures et Internationales (DAEI) (Ministère de l'Écologie, de l'Énergie, du Développement durable et de la Mer)</p>	<ul style="list-style-type: none"> ✓ Speaker at exchange missions and trainings in France and internationally on infrastructures, public procurement, concessions and other PPPs
<p align="center">Dispute Board Foundation (DRBF)</p>	<ul style="list-style-type: none"> ✓ French representative of the Foundation ✓ Speaker at several colloquia, seminars and exchanges on the different types of dispute boards and their conditions of effectiveness, particularly in the Civil Law countries ✓ Co-organizer and speaker at the DRBF World Conference in Paris, May 2013
<p align="center">Fondation pour le Droit Continental</p>	<ul style="list-style-type: none"> ✓ Contribution to the design and program of the Foundation ✓ Speaker at the principal colloquia on the topic of large international projects, concessions and PPPs (Algeria, China, Egypt, United States)
<p align="center">Institut de Gestion déléguée (IGD)</p>	<ul style="list-style-type: none"> ✓ Member of the Administration Counsel of IGD ✓ Contribution to the development of selection methods and to the law of concessions and other PPPs ✓ Drafting of different proposition memos presented in Brussels ✓ Contribution to the drafting of the competitive dialogue Charter

Institution / Working Group	Participation of the law firm
<p align="center">Institut Français des Experts Juridiques Internationaux</p> <p align="center">(IFEJI)</p>	<ul style="list-style-type: none"> ✓ General Secretary of the Institute, composed of 120 experts chosen by an independent panel ✓ Design and implementation of numerous research and exchange programs in France and internationally on : the status of the experts, their ethics, the conditions of tender response, the evaluation and promotion of the OHADA law, et the improvement of the art of deliberating laws (« the legislative drafting ») ✓ Responsible of the IFEJI working group - Concessions and other PPPs ✓ Main organizer of the "international meeting of legal expertise" at the <i>Barreau de Paris</i> ✓ Publication of numerous synthesis and propositions for the improvements of the law and practice of concessions and other PPPs ✓ Main author of the international legal experts report at the European Commission on the draft of directives on concessions PPP
<p align="center">International Bar Association</p> <p align="center">(IBA)</p>	<ul style="list-style-type: none"> ✓ Management of different committees and member of the council ✓ Speaker at numerous international seminars and colloquia on concessions and other PPPs, infrastructures, arbitration ✓ Co-organizer of the Task Force SEERIL/IBA on public infrastructures and PPPs ✓ Main organizer of several IBA conferences, concessions and PPPs, OHADA in different countries
<p align="center">MEDEF</p> <p align="center">(Mouvement des Entreprises de France)</p>	<ul style="list-style-type: none"> ✓ Contribution to different activities organized by MEDEF International a country and zone basis (principally Africa and India) ✓ Participation at the working group on Procurement and PPP at the MEDEF International ✓ Travels, participation at missions in different countries and moderator of meetings, workshops (ex: Congo, India, Ivory Coast, Madagascar, etc.) ✓ Contribution to the drafting of synthesis notes and strategic programs (ex : position for the B20 in Cannes : infrastructure action plan, conditions of success of PPP concessions and other PPPs at the international level)
<p align="center">Paris Bar Association</p>	<ul style="list-style-type: none"> ✓ Indo-French initiative on infrastructure : joint project between business organization, lawyers associations and line ministries, exchanges on best practices and regulation, presentations in India and in France
<p align="center">UBIFRANCE</p> <p align="center">(Agence française pour le développement international des entreprises)</p>	<ul style="list-style-type: none"> ✓ Team leader for 5 years of the working group Ubifrance Africa/ OHADA

Sample of References IV: Over 160 Peer Exchanges and Contributions to Global Knowledge

More than 160 most representative contributions of the law firm for the synthesis and promotion of best practices (since 1990) in the area of contracts for national and international infrastructure and mining projects and Concessions and other PPPs including Alternative Dispute Resolution and Arbitration:

Contributions in French	Contributions in English
I. COMMANDE PUBLIQUE	I. PUBLIC PROCUREMENT
<p>« Bien élaborer un PPP. Elaboration d'une loi cadre concessions et PPP et textes d'applications »</p> <p><i>"Well elaborate a PPP project, preparation of a framework law on concessions and PPP and implementing legislation"</i></p> <p>Séminaire régional ADETEF AFD ALSF, Abidjan, 22-26 octobre 2012</p>	<p>"Why and how regulate concessions in Europe?"</p> <p>The international legal expertise Conference cycle, Paris Bar, April 4, 2011</p>
<p>« Initiative de l'UE sur les concessions : propositions de l'IFEJI »</p> <p><i>"EU initiative on concessions: IFEJI evaluation and proposals"</i></p> <p>Egalement sur le site www.europa.eu Décembre 2010</p>	<p>"International Procurement: problems and solution in challenging times PPP procurement, a major challenge for the World Bank and others multilaterals"</p> <p>ACCL 21st Annual Meeting, San Diego, February 19, 2010</p>
<p>"Typologie des schémas de PPP: l'expérience française et internationale en matière de Concessions de service public et Contrats assimilés et de contrats de partenariats »</p> <p><i>"Typology of PPP Schemes: lessons learned from French and International practice in Concession and assimilated schemes"</i></p> <p><i>Hungarian delegation</i></p> <p>Délégation hongroise, ADETEF, juin 2007</p>	<p>"Preparing the project and selecting the operators: the expectations of the industry for promoting best practices for resilient PPP"</p> <p>CICA - IFI Conference, Washington, February, 2010</p>
<p>Propositions au groupe de travail sur la définition des concessions en droit communautaire</p> <p><i>"Proposals of EC Law to the Task force on the definition of concessions"</i></p> <p>IGD, 30 mai 2007</p>	<p>"PPP development at the international level draft formulation of ten guidelines (for public service concessions and comparable arrangements)"</p> <p>4ème rencontre de l'expertise juridique internationale, Maison du Barreau de Paris, December 3, 2008</p>
<p>«Le développement de nouvelles formes de partenariat public/privé et leurs relations avec les marchés publics»</p> <p><i>"The development of new forms of PPP and their relationship with the public procurement"</i></p> <p>Conférence Maghrébine sur les Marchés Publics, Rabat, Février 2000</p>	<p>"Anti corruption working group: taking the corruption out of giving, Lesson from Africa the needs and emergence of a comprehensive and well coordinated approach"</p> <p>IBA Annual Conference Chicago, September 17-22, 2006</p>
	<p>"Public Private Partnership in the construction industry: How to optimize the selection process: the experience of competitive negotiation and competitive dialogue in Europe and France"</p> <p>IBA Annual conference Chicago, September 17-22, 2006</p>

	<p>"How to optimize the selection process : the experience of competitive negotiation and competitive dialogue in Europe and in France"</p> <p>IBA Annual Conference Mexico, September, 2006</p>
	<p>"International Construction Project: old fashioned or new fangled? Which procurement routes copes the best when the going gets tough? The Magic of a well designed PPP"</p> <p>IBA Annual Conference Prague, September 2005</p>
	<p>"Procurement of Public Private Partnership infrastructure projects : an innovative road to infrastructure development - European and Francophone Experience in International perspective"</p> <p>IBA Annual Conference Auckland, October 2004</p>
	<p>"Procuring BOT contracts"</p> <p>Center of International legal studies, Salzburg, June 1998</p>
II. CONCESSIONS ET AUTRES PPP	II. CONCESSIONS AND OTHERS PPP
A. SYNTHÈSE ET DIFFUSION DES BONNES PRATIQUES	A. SYNTHESIS AND DISSEMINATION OF GOOD PRACTICES
<p>« Bien préparer un PPP »</p> <p><i>"How to well prepare a PPP"</i></p> <p>Atelier régional de formation AFD-ALSF-ADETEF-CESAG, Dakar, 11-15 novembre 2013</p>	<p>"Guarantees - Operational means to bring remedies to the present situation"</p> <p>International Meeting Infrastructure and PPPs, Brasilia, Brazil, 2015</p>
<p>« Bien préparer un projet PPP »</p> <p><i>"How to well prepare a PPP"</i></p> <p>Formation AFD, Paris, 16 janvier 2014</p>	<p>"Possible future work on PPP"</p> <p>Colloquium UNCITRAL, Vienna, March 3-4, 2014</p>
<p>« Atelier sur les conditions du développement des PPP à l'international »</p> <p><i>"Workshop on promoting PPP internationally"</i></p> <p>Services juridiques AFD et PROPARCO, 14 février 2013</p>	<p>"The role of PPP in financing the post-2015 United Nations Development Agenda"</p> <p>UNECE Conference, Geneva, February 13, 2014</p>
	<p>"PPPs in infrastructure development"</p> <p>Regional workshop AFD-CEFEF-ADBI, Tokyo, February 3-7, 2014</p>
<p>« Les conditions du succès des concessions et autres PPP : retour d'expérience à l'international »</p> <p><i>"Condition of success of concessions and PPP: lessons learnt from a worldwide experience"</i></p> <p>4ème Convention des juristes de la Méditerranée - « La sécurité juridique », 2012</p>	<p>"Preparing PPPs"</p> <p>Regional workshop AFD-ALSF-ADETEF-PPIAF, Johannesburg, June 24-28, 2013</p>

<p align="center">« Conditions du succès des PPP dans les pays en développement »</p> <p><i>"Conditions for the success of PPPs in developing countries"</i></p> <p align="center">MEDEF INTERNATIONAL, Paris, 7 avril 2011</p>	<p align="center">"Conditions for success of concessions and others PPP in developing countries: how to make it work?"</p> <p align="center"><i>"Sharing views on PPP: French experience in France and in developing countries",</i></p> <p align="center">Washington, October 2012</p>
<p align="center">« Le développement des concessions : un enjeu planétaire et un champ d'expérience unique dans quelques pays européens »</p> <p><i>"Development of Concessions: a worldwide challenge and a unique field of experience in some European countries"</i></p> <p>5^{ème} rencontre de l'expertise juridique internationale, IFEJI, Paris, 4 avril 2011</p>	<p align="center">"Legal and political conditions for private investment in infrastructures: Business climate and governance, legal security, credible sectoral mechanism"</p>
<p align="center">Commissions ouvertes : «Synthèse des travaux »</p> <p align="center"><i>Open committees: "Progress report"</i></p> <p>Groupe de travail PPP IFEJI / Barreau de Paris, 22 mars 2011</p>	<p align="center">Infrastructure Consortium for Africa, Tunisia, May 18th 2011</p>
<p align="center">« Les conditions du succès des PPP à l'international : fragment de dix principes directeurs »</p> <p><i>"The conditions for PPP success in the world: ten underlying guiding principles"</i></p> <p>4^{ème} rencontre de l'expertise juridique internationale, IFEJI, Paris, décembre 2008</p>	<p align="center">"PPP in Core Public Service Sector: a Promising Future based on Lessons Learned Internationally"</p> <p align="center">IBA Conference Brussels, October 8th 2010</p>
<p align="center">«L'action juridique en faveur de l'économie : un nouvel outil essentiel pour l'investissement et le développement économique : le régime du partenariat public-privé»</p> <p><i>"Legal action in support of the economy" - " A new essential tool for investment and the economical development: Public Private Partnership regime"</i></p> <p align="center">Conférence IDEF Lomé, novembre 2008</p>	<p align="center">"Economic and legal condition of success of public private infrastructures projects in developing countries"; "The relationship between socio-economic nature of the infrastructure services and institutional and contractual framework"</p> <p align="center">Conference PASEMD/IFEJI Washington, May 2009</p>
<p align="center">« Les opportunités d'investissements ou de participation du secteur privé pour la réalisation d'infrastructures et la fourniture de biens et de services par les PPP : les PPP dans le monde : concepts, champs d'application, expérience »</p> <p><i>"Investments or participation opportunities of the private sector for the implementation of infrastructures and the supply of goods and services under PPP delivery form: PPPs in the world: concepts, field of application, good practices"</i></p> <p align="center">Conférence CCI - US AID, Dakar 17 juillet 2007</p>	<p align="center">"Corruption Risk management in the transport sector: improving governance through long-term commitment, partnership and technology, the French experience"</p> <p align="center">Transportation Research Board 2008 Annual Meeting Workshop, Washington, 2008</p>
<p align="center">« La coopération technique au service des PPP »</p> <p><i>"ADETEF: technical cooperation servicing Public Private Partnership"</i></p> <p align="center">ADETEF, Revue Trésor 30 mars 2007</p>	<p align="center">"Concessions and PPPs: the French experience - a stable and autonomous legal framework governed by public interest and economic equilibrium"</p> <p align="center"><i>1er colloque des acteurs français du droit à l'international, Beijing, October 2007</i></p>
<p align="center">«Les Partenariats Public/Privé à l'International: concepts, champs d'application, expérience »</p> <p><i>"International Public Private Partnership: concepts, scope and application fields"</i></p> <p align="center">Conférence COFACE Expert, Paris, 15 avril 2005</p>	<p align="center">"Arriving at best practices: the role of the IBA PPP Task force"</p> <p align="center">IBA Annual Conference, Singapore, October 15-16 2007</p>

<p>« Partenariats publics-privés : une appellation à clarifier »</p> <p><i>"Public Private Partnership: an acronym to clarify"</i></p> <p>MOCI number 1616 - September 2003</p>	<p>"PPP Task force"</p> <p>IBA Conference, Chicago, September 17-22 2006</p>
<p>« Pour un new deal initié par le monde juridique »</p> <p><i>"For a new deal initiated by the legal world"</i></p> <p>Revue de l'ACE, numéro 83, 1er mars 2003</p>	<p>"Public private partnerships"</p> <p>IBA Women's Lawyers Conference, June 9th 2006</p>
	<p>"How to introduce the concept of best practices in PPP?"</p> <p>IBA Construction law Conference - Mexico City - May 2006</p>
	<p>"The Infrastructure service concession: from a « most wanted deal» to effective Public Private partnership projects"</p> <p>IBA Project Finance Biannual Conference, Washington DC, April 2003</p>
	<p>"PPP - The French Expertise : The Merits of the Concession Scheme"</p> <p>Tokyo / Paris Europlace, November 2003</p>
	<p>"Some universal issues in BOT projects for public infrastructures"</p> <p>International Law Review, November 1997</p>
	<p>"Identifying universal issues in worldwide infrastructure partnerships and proposing solutions for the next decade"</p> <p>Forbes Conference, Worldwide Infrastructure Partnerships, San Francisco, February 1997</p>
	<p>"Infrastructure and development initiatives in Vietnam: important issues in international performance guarantees"</p> <p>Ho Chi Minh City (Vietnam), 1994</p>
<p>B. VADEMECUM ET INDEX D'EVALUATION</p>	<p>B. HANDBOOK AND EVALUATION INDEX</p>
<p>«Conditions du développement des concessions et autres PPP à l'international - Pourquoi tant d'échecs ? Comment y remédier par une meilleure information et un bon encadrement des conditions du succès ?»</p> <p><i>"Conditions for development of international concessions and other PPPs - Why so many failure?"</i></p> <p>Note de synthèse CICA-IFEJI, Janvier 2013</p>	<p>"Concessions and other PPPs for public infrastructure services"</p> <p>Executive summary CICA IFEJI, October 2012</p>

<p>« Concessions et autres PPP pour les infrastructures de service public »</p> <p><i>"Concessions and other PPP for public service infrastructures"</i></p> <p>Résumé exécutif du Vademecum et de son index d'évaluation octobre 2012</p>	<p>"Attracting investors for PPP in core public service sector: the benefit, design and blueprint of a PPP ranking index"</p> <p>Conference, Washington - <i>Fondation pour le droit continental</i> - November 30th 2010</p>
<p>«Le projet de Vademecum : genèse et contenu»</p> <p><i>"A Vademecum project on PPP: genesis and content, Roundtable"</i></p> <p>AFD Table ronde « Concessions et autres PPP » 4 septembre 2012</p>	
<p>« Le projet d'index global d'évaluation des PPP à l'international »</p> <p><i>"Global index project for evaluation of PPP internationally"</i></p> <p>5^{ème} rencontre de l'expertise juridique internationale, Barreau de Paris, 4 avril 2011</p>	
C. ZONES GEOGRAPHIQUES	C. GEOGRAPHIC ZONE
AFRIQUE	AFRICA
<p>« Elaboration loi cadre concession et PPP et textes d'application; Bien préparer un PPP »</p> <p><i>"Well elaborate a PPP project, preparation of a framework law on Concessions and PPP and implementing legislation"</i></p> <p>Séminaire régional AFD ALSF ADETEF » Abidjan 22-26 octobre 2012</p>	<p>"Foreign investments in public infrastructure and mining: facing the challenge in civil law Africa "</p> <p>Business Law International, May 15th 2011</p>
<p>« Décider la programmation et la réalisation des projets PPP : les leçons de l'expérience et les nouvelles approches méthodologiques »</p> <p><i>"Deciding the programming and implementation of PPP projects: lessons from the practice and new methodological approaches"</i></p> <p>1er forum des investissements internationaux en PPP, Abidjan, 21, 22 et 23 mars 2012</p>	<p>"Public private partnership; new models and emerging players; Ten questions for France and francophone Africa"</p> <p>IBA's sixth biennale Conference on Project Finance, Washington, April 26th 2007</p>
<p>«Enjeux de la gestion déléguée des services publics en Afrique - Comment dynamiser le rôle des opérateurs privés dans le processus des DSP en Afrique »</p> <p><i>"Delegated management of public services in Africa - How to boost the role of private operators in the process in Africa"</i></p> <p>Forum africain des infrastructures Marrakech, 20-22 octobre 2011</p>	<p>"Privatization in Africa"</p> <p>IBA Conference, Prague September 28th 2005</p>
<p>« Quelles perspectives sur le plan juridique et institutionnel pour favoriser le développement de PPP en Afrique et une meilleure implication des opérateurs privés africains »</p> <p><i>Regional conference on Public Private Partnership: "Which legal and institutional perspectives to encourage the development of PPP in Africa and a better involvement of the African private operators?"</i></p> <p>Conférence régionale sur les PPP - Dakar mai 2008</p>	<p>"Delivering Infrastructure: International best practice. Focus on civil law Africa"</p> <p>Centre of Construction Law and management, King's College London, July 2002</p>

<p>«Atelier de travail sur la promotion des PPP»</p> <p><i>"Regional workshop on PPP development,"</i></p> <p>Chambre de Commerce d'Industrie et d'Agriculture de Dakar, USAID, Cellule PPP - 18 Juillet 2007</p>	
ASIE	ASIA
<p>Sécurité juridique au service du développement économique : concessions et partenariat public/privé - Expérience française : un cadre juridique autonome et stable dominé par l'intérêt public et l'équilibre économique -</p> <p><i>Legal certainty of the basis of the economic development: concessions and Public Private Partnership - French practice: a legal framework dominated by public interest and economic balance</i></p> <p>Mission Chine Pekin, 2007</p>	<p>"PPPs in infrastructure development"</p> <p>Regional workshop AFD-CEFEB-ADB, Tokyo, Japan, 2014</p>
	<p>"Legal aspect of Infrastructure in India: the future of public infrastructure project in India, the concession challenge"</p> <p>Conference ICC/IPBA, Paris, September 2002</p>
	<p>"Public or private or is there an alternative? A possible answer based on the French legal experience"</p> <p>DAEI, French Ministry of transport, Manille, October 1996</p>
	<p>"New opportunities in the infrastructure sector in India"</p> <p>CNPF, 1996</p>
	<p>"Infrastructure and development initiatives in Vietnam: important issues in international performance guarantees"</p> <p>IBA Conference, Ho Chi Minh City, 1994</p>
FRANCE	FRANCE
<p>« La compétitivité internationale du droit des concessions et des PPP : comment positionner l'ingénierie juridique française au service du développement mondial ? »</p> <p><i>"International competitiveness of concessions and PPP: how to position the French legal engineering in support of the worldwide development?"</i></p> <p>3ème rencontre de l'expertise juridique internationale, Maison du Barreau de Paris, 14 décembre 2007</p>	<p>"Infrastructure Projects in France : transactional structures, risk allocation, dispute management and projects in Review"</p> <p>Chapter in "The Projects and construction Review", Law Business Research, 2012</p>
<p>« Promouvoir les valeurs du droit français : l'exemple des infrastructures de service public »</p> <p><i>"Promoting the French legal values, the example of public service infrastructures"</i></p> <p>Revue Echanges, juin 2005</p>	<p>"French PPP/PFI Project"</p> <p>Spring summer seminar McClure Naismith" London, April 2008</p>

	<p>"The French Institute of Delegated management"</p> <p>Bundesverband Public Private Partnership annual Conference - Berlin, November 2006</p>
	<p>"Project Delivery Methods: methods and preferences for structuring construction projects currently in use in France and countries of French legal background"</p> <p>Conference American College of Construction Lawyers, Tucson, February 2005</p>
	<p>"Building or improving public infrastructure services with the private sector -French Experience"</p> <p>Paris Bar Association Conference, Washington, USA November 2004</p>
	<p>"French experience in the development of public infrastructure"</p> <p>The Moderator, journal of Indian Society of International Construction Law , 1998</p>
	<p>"Private financing of public infrastructure: anything to borrow from French sources?"</p> <p>Rebuilding America Forbes Conference New York, 1994</p>
	<p>"BOT and turnkey projects: the civil approach based on the French example"</p> <p>IBA Conference, 1992</p>
AMERIQUE LATINE	LATIN AMERICA
	<p>Presentation of Centre of Excellence's UNECE ICoE PPP, Developing pipelines of Concessions and other PPPs for essential public services: the role of the UNECE international Center of Excellence</p> <p>International Meeting Infrastructure and PPPs, Brasilia, Brasil, 2015</p>
	<p>"Infrastructure and PPP: Guarantees - Operational means to bring remedies to the present situation"</p> <p>International Meeting Infrastructure and PPPs, Brasilia, Brasil, 2015</p>
	<p>"PPP in Latin America: perspectives from the European experience"</p> <p>IBA Conference, Buenos Aires, September 2008</p>

	<p>"Mitigating governmental uncertainties : Framework agreements"</p> <p>IBA PPP TaskForce - Rio de Janeiro, 2007</p>
	<p>"PPP- the road ahead in Latin American constructions projects How to introduce the concept of best practices in PPPs?"</p> <p>IBA Construction Law Conference Mexico City, 2006</p>
D.CONTRACTS	D.CONTRACTS
<p>«L'Equilibre des droits et obligations du Concédant et du Concessionnaire : les principes directeurs dégagés par l'expérience internationale et leur mise en œuvre pratique »</p> <p><i>"The balance of rights and obligations of the conceding authority and concessionaire: the guiding principles emerging from the international practice and their implementation"</i></p> <p>Conférence Internationale Centre de Conciliation et d'Arbitrage de Tunis - Juin 2008</p>	<p>"Construction project from conception to completion: PPP failure and success"</p> <p>Véolia, workshop, February 3rd 2011</p>
<p>Contrats Publics, Ethique et Mondialisation</p> <p><i>Public contracts, Ethic and globalization</i></p> <p>Revue des contrats publics, 2006</p>	<p>"Economic and legal condition of success of public private infrastructure projects in developing countries (workshop) The relationship between socio-economic nature of the infrastructure services and institutional and contractual framework"</p> <p>Conference PASEMD/IFEJI - Washington - May 2009</p>
<p>« La légitimité de l'analyse économique du droit des contrats : exemple d'harmonisation économique : les partenariats publics-privés à l'international »</p> <p><i>"The relevance of the economical analysis of contract Law: example of economical harmonization: the public-private partnership in an international context",</i></p> <p>Gazette du Palais - mars 2005</p>	<p>"PPP innovative forms of contracts"</p> <p>World Bank Infrastructure CICA Conference - Washington, December 2008</p>
	<p>"Sanctity of contracts under attack? How to defuse the attack at the upper frontstage?"</p> <p>International Bar Association, Project Finance, 5th Biennial Conference, Washington, April 2005</p>
	<p>"Construction issues legal update"</p> <p>Workshop University of Lancashire - Paris, 2003</p>
	<p>IBA "Guarantee of payment for private construction works"</p> <p>IBA Committee Newsletter, February 1996</p>

	<p>"Price and Terms of payment in large turnkey contracts"</p> <p>International Bar Association Conference, Strasbourg, France, 1989</p>
DROIT EUROPEEN DES CONTRATS	EUROPEAN CONTRACT LAW
<p>Deuxième audition de Marc Frilet par le Parlement Européen : pour une proposition de Règlement sur le droit commun européen de la vente</p> <p>Le point de vue des praticiens du droit »1er Mars 2012</p>	<p>Second hearing of Marc Frilet by the European Parliament: for a regulation proposal on the European common law of sale "Practitioners point of view",</p> <p>Support speech 1st March 2012</p>
<p>Droit européen des contrats: Une priorité pour les avocats et les entreprises concernés par la promotion de notre droit à l'international,</p> <p><i>European contract law: a priority for lawyers and business concerned by the worldwide promotion of our law</i></p> <p>Article in Les Annonces de la Seine, Paris, France, 2011</p>	<p>"Why and how regulate concessions in Europe?"</p> <p>The international legal expertise Conference cycle, Paris Bar, France, 2011</p>
<p>La proposition de Directive du Parlement Européen et du Conseil relative aux droits des consommateurs: Evaluation et Critiques,</p>	<p>An optional instrument on EU Contract Law : can it increase legal certainty and foster cross border trade ? Scope and Content of an optional EU contract law instrument</p> <p>European Parliament Legal Affairs, 2010</p>
<p>L'harmonisation du droit des contrats : une nécessité pour les partisans de la simplicité en Europe</p> <p><i>Harmonization of the law of contracts: a necessity for the supporters of simplicity within Europe,</i></p> <p>Article Revue des contrats, 2009</p>	<p>Answers to the European Commission questionnaire on the harmonization of European contract law, contributions to CCBE work 2008</p>
<p>L'influence du droit européen des contrats sur la réforme actuelle du droit des contrats en France</p> <p><i>Influence of the European law of contract on the current reform of contract law in France</i></p> <p>Article in Trimestrielle d'informations européennes, 2009</p>	<p>The Civil Law contractual approach and the European contract law perspective</p> <p>Speech 11th November 2006 CCDE Conference - Rome, Italy</p>
<p>Réponses au questionnaire de la Commission Européenne sur l'harmonisation du droit européen des contrats, contribution aux travaux du CCBE, 2008</p> <p><i>Answers to the European Commission questionnaire on the harmonization of European contract law, contributions to CCBE work 2008</i></p>	
<p>Le droit des contrats: perspectives européennes et réformes internes, Conférence organisée by the French Council in Paris,</p> <p><i>Contract law: European perspectives and internal reforms,</i></p> <p>Article in Droit et Patrimoine n°174</p>	

<p>Termes et conditions du contrat, l'approche du droit civil et la perspective du droit européen des contrats</p> <p><i>Terms and conditions of contracts: the Civil Law approach and European Contract Law perspective</i></p> <p>Article in RDAI, 2007</p>	
<p>Le droit européen des contrats, Enjeux et perspectives</p> <p><i>European Law of contract: challenges and perspectives,</i></p> <p>Article in Magazine Avocats & Droit, 2007</p>	
<p>E.CONTENTIEUX</p>	<p>E.LITIGATION</p>
	<p>"Dispute Avoidance and arbitration as Conditions of success of resilient PPP projects"</p> <p>International Conference on Investment arbitration Damas, December 2009</p>
	<p>"Preventing, defusing and resolving disputes in international construction contracts: evaluation and proposals"</p> <p>World Bank Infrastructure, workshop, Workshop CICA Washington December 2008</p>
	<p>"Drafting hierarchical Dispute Resolution Systems"</p> <p>Center of Legal Studies International Salzburg (Austria) Arbitration Conference. June 10-13 2004</p>
	<p>"Dispute Review Boards in the Construction Industry"</p> <p>Conference IBA, Cancun, 2001</p>
	<p>"Issues for employers from civil law Countries"</p> <p>Use of Dispute Board on Large Construction Projects, The DRBF European regional Conference, Brussels 17-18 November 2011</p>
<p>F. DROIT COMPARE</p>	<p>F.COMPARIVE LAW</p>
	<p>World Bank contract conditions for international construction projects, impact in Napoleonic Civil Law countries,</p> <p>Construction Law Summer School 2015, Cambridge</p>
	<p>"Practical Comparison of Approaches under Civil and Common Law Jurisdictions: French and Napoleonic civil law countries,"</p> <p>IBC Legal Conferences 7th Annual Construction Law: Contracts & Dispute Management, London, 2014</p>

	<p>"Contracts law specific requirements in France: Formation and interpretation of Contract. Different types of contract and the key differences and similarities in approaches to construction contracts"</p> <p>FIDIC International Contract Users' Conference, London, UK, 2014</p>
	<p>"Managing multitasks long terms contracts- the legal system influence: common vs. civil/administrative law"</p> <p>World Bank Transport Forum and Learning Week, Washington march 29th 2007</p>
	<p>"Legal system influence: common law vs. civil law"</p> <p>World Congress of the road, PIARC, 2007 October</p>
G. BRANCHES D'INDUSTRIE	G. INDUSTRY SECTORS
ROUTES & AUTOROUTES	ROADS & HIGHWAYS
<p>« L'évaluation des concessions d'autoroutes : une triangulation à maîtriser pour comprendre les PPP »</p> <p>Revue ACE, septembre 2005</p>	<p>"Corruption Risk management in the transport sector: improving governance through long-term commitment, partnership and technology, the French experience"</p> <p>Transportation Research Board 2008 Annual Meeting Workshop, Washington, 2008</p>
	<p>Managing the Risk of Railway Projects - Legal System Influence: Actual or Perceived Risks and Benefits for Concessionaires and Owners in Public Railways in the Civil/ Administrative Law Framework</p> <p>IPBA Conference - (Los Angeles), United States, 2007</p>
CHEMINS DE FER	RAILWAYS
<p>«Chemin de fer urbain à travers Conakry (Fret, containers et passagers) »</p> <p>« Conditions de succès des Concessions et autres PPP dans les pays en développement »</p> <p>Washington, Banque Mondiale, octobre 2012</p>	<p>"Urban railway through Conakry (Cargo, containers and passengers"</p> <p>"Conditions for success of concessions and others PPPs in developing countries: How to make it work?"</p> <p>Washington, World Bank, October 2012</p>
<p>« Reconstruction d'un Chemin de Fer Multi-usage, »</p> <p><i>Reconstruction of a multi-purpose railway</i></p> <p>Séminaire Campus Veolia environnement, France, 2011</p>	<p>"Managing the risks in railway project - Actual of perceived risks and benefits for concessionaire and owners in public railways in the civil/administrative law framework"</p> <p>IPBA Conference Los Angeles, April 2008</p>

EAU	WATER
<p>L'intérêt et la pratique des concessions et PPP dans le secteur de l'eau : Cycle Projet «Ressources en eau»</p> <p><i>Advantage and practice of concessions and PPPs in the water industry: Project Cycle "Water resources",</i></p> <p>IGD, CEFEB, Oran, Algérie, 2013</p>	<p>Contribution to a Case Study for PPP in Water: How to approach the Negotiation of Water Concession Contracts?</p> <p>Seminar on urban development Water Workshop , Hyderabad, India, 2007</p>
<p>Formation sur le cycle du projet « Ressources en eau », Comment mieux répondre aux besoins de services publics essentiels?</p> <p><i>Training on the project cycle "Water resources",</i></p> <p>IGD, CEFEB, Oran, Algérie, 2013</p>	<p>"How do you provide for change and flexibility in Water Concession Contracts?"</p> <p>IBA, 16th Biennial Conference, San Francisco, 9-12 May 2004</p>
	<p>"Underlying contractual and legal conditions for a successful private public partnership in the water sector"</p> <p>International Construction Law Review, Volume 13, part 3 - July 1996</p>
	<p>" Underlying contractual and legal conditions for a successful private public partnership in the water sector"</p> <p>IBA Conference, Bombay, 1995</p>
SECTEUR MINIER	MINING
<p>Différents types de contrats miniers et leur négociation, séminaire CESAM,</p> <p><i>Different types of mining contracts and their negotiation,</i></p> <p>Ecole supérieure des Mines, Paris France, 2014</p>	<p>Role of lawyers in the development of large Mining projects Africa,</p> <p>CESECO Mining Conférence Ecole des Mines, Paris, France, 2014</p>
<p>Aspects juridiques des investissements miniers,</p> <p><i>"Legal aspects of mining investments",</i></p> <p>Ecole des mines de Paris, 2010</p>	<p>Country / Mining Companies Relationship & Large Mining Contracts" How to adapt to a changing world ? The economic, legal and contractual development of mining projects up to the 21st century</p> <p>Ecole des Mines de Paris - CESECO Conference, Paris, France, 2014</p>
<p>« Aspects juridiques de la négociation et de la rédaction des contrats miniers »,</p> <p><i>"Legal aspects of the negotiation and redaction of mining contracts"</i></p> <p>Conférence Ecole des Mines, Paris, 2010</p>	<p>"Guiding Principles for Durable Mining Agreements in Large Mining Projects"</p> <p>Journal of Energy & Natural Resources Law, 2013</p>
<p>« Le processus de sécurisation juridique et réglementaire permettant de réaliser un investissement dans un grand projet minier à l'international »</p> <p><i>"Scope of the legal regulatory securisation necessary to make an investment in an international large project,"</i></p> <p>Université Paris V - René Descartes, 2009</p>	<p>"Foreign Investments in Public Infrastructure and Mining : Facing the Challenge in Civil Law Africa" ,</p> <p>Business Law International Vol 12, N°2,,2011</p>
	<p>"Mitigating governmental uncertainties- A popular investment protection tool in the mining and infrastructure sector : the "Convention d'établissement"</p> <p>IBA, Conference Rio de Janeiro, Brazil, 2007</p>

H.CAS PRATIQUES	H. CASE STUDIES
<p>« Ligne d'interconnexion WAPP - CLSG (Côte d'Ivoire, Liberia, Sierra Leone et Guinée) »</p> <p>« Conditions de succès des Concessions et autres PPP dans les pays en développement »</p> <p>Washington, Banque Mondiale, octobre 2012</p>	<p>"Interconnection line WAPP - CLSG (Côte d'Ivoire, Liberia, Sierra Leone and Guinea)"</p> <p>"Conditions for success of concessions and others PPPs in developing countries: How to make it work?"</p> <p>Washington, World Bank, October 2012</p>
<p>«Chemin de fer urbain à travers Conakry (Fret, containers et passagers) »</p> <p>« Conditions de succès des Concessions et autres PPP dans les pays en développement »</p> <p>Washington, Banque Mondiale, octobre 2012</p>	<p>"Urban railway through Conakry (Cargo, containers and passengers " "</p> <p>"Conditions for success of concessions and others PPPs in developing countries: How to make it work?"</p> <p>Washington, World Bank, October 2012</p>
<p>Port d'Ehoala : nouveau port multi-usage en eau profonde et zone de développement économique à Madagascar (Fort Dauphin)</p> <p>« Conditions de succès des Concessions et autres PPP dans les pays en développement »</p> <p>Washington, Banque Mondiale, octobre 2012</p>	<p>Port of Ehoala: New deep sea multipurpose port and economic trade zone in Madagascar (Fort Dauphin)</p> <p>"Conditions for success of concessions and others PPPs in developing countries: How to make it work?"</p> <p>Washington, World Bank Workshop Session, October 2012</p>
<p>Reconstruction d'un Chemin de Fer Multi-usage,</p> <p><i>Reconstruction of a multi-purpose railway</i></p> <p>Séminaire Campus Veolia environnement, France, 2011</p>	<p>"Construction Project from conception to completion: PPP failure & success"</p> <p>IBA Conference, Brussels, October 8th 2010</p>
<p>« Les PPP, vecteurs du développement économique : comment préparer et réussir un projet type pour le bassin méditerranéen » : «Liaison ferroviaire entre le port d'une grande ville et une plateforme logistique et une zone franche située en périphérie »</p> <p><i>"PPP, vectors of the economical development: how to prepare and fulfill a template project for the Mediterranean" - Case study: "Rail connection between a big city's harbour and a logistics hub and duty-free zone located on the periphery",</i></p> <p>2ème Convention des Juristes de la Méditerranée, Le Caire, 12 octobre 2009</p>	<p>"International Construction Projects - PPP in the Construction Industry The Viaduc de Millau Project"</p> <p>IBA SEERIL Biennial Conference, Rome, April 2006</p>
I. RESOLUTION DES LITIGES	I.DISPUTE AVOIDANCE
	<p>"Are the ethical rules common to DRB/DAB and mediation?"</p> <p>IBA annual Conference , Dublin, Ireland 2012</p>
	<p>"Dispute Avoidance and dispute resolution for resilient PPP projects"</p> <p>FCAI biannual international conference Tunis, Tunisia, 2009</p>

	<p>"Preventing, defusing and resolving disputes in international construction contracts: evaluation and proposals"</p> <p>World Bank Infrastructure, Workshop Washington, 2008</p>
	<p>Conciliation/Mediation in Concession contracts and PPP,</p> <p>3rd conference of the international legal expertise, Paris, France, 2008</p>
	<p>"Benefit and practice of hierarchical ADR clauses: lessons learned: international experience"</p> <p>Draft international ADR book, T. Stipanovich, 2004</p>
J.DISPUTE BOARDS	J.DISPUTE BOARDS
	<p>"Initiative for better disputes resolution"</p> <p>Annual DRBF conference, Paris, France, 2013</p>
	<p>"Dispute Board in Africa and the Middle East : Practice and Future of Dispute Boards In Civil Law Africa",</p> <p>Annual DRBF Conference, Paris, France, 2013.</p>
	<p>"The use of Dispute Boards on large construction projects"</p> <p>DRBF European Regional Conference, Bruxelles, 2011</p>
	<p>"Construction Activity and Dispute Resolution in Continental Europe"</p> <p>ACCL 20th Annual Conference , Amelia Island, Florida, USA, 2009</p>
	<p>"Operating DB's in Civil Law countries. Maximizing benefits and minimizing costs: effective DB's in developing countries."</p> <p>DRBF Annual conference , London, 2009</p>
	<p>"Dispute board: Practical situation in francophone countries and perspectives,"</p> <p>DRBF Conference, Capetown, 2008</p>
	<p>"Drafting hierarchical dispute resolution systems"</p> <p>CILS Conference Salzburg, 2004</p>
	<p>"Dispute Boards ; A step forwards in dispute avoidance; Their future in francophone Africa,"</p> <p>Cancun, 2001</p>

K.ARBITRAGE	K.ARBITRATION
	<p>"The critical role of judicial experts in construction litigation and arbitration in France"</p> <p>Construction Law international, Vol 8, Issue 2, Marc Frilet et Laurent Karila, 2013</p>
	<p>"Dispute Avoidance and arbitration as Conditions of success of resilient PPP projects"</p> <p>International Conference on Investment arbitration Damascus, Syria, 2009</p>
	<p>"Developing the Law as an Instrument for Social and Economical Rights, Principles of International Arbitration"</p> <p>IBA Regional Conference -Lagos (NIGERIA), 2004</p>
	<p>"Remuneration of the arbitrator"</p> <p>ICC Regional conference - Casablanca, Morocco, 2003</p>



Get in touch!

Frilet - Société d'Avocats

91, rue du Faubourg Saint-Honoré
75008 Paris, France

Phone: +33 (0)1 56 26 00 40
Email: avocats@frilet.com
Web: www.frilet.com

FRILET

SOCIÉTÉ D'AVOCATS

Global Construction & Infrastructure Legal Alliance

91, rue du Faubourg Saint-Honoré
75008 Paris, France

Phone: +33 (0)1 44 71 35 97
Email: contact@gcila.org
Web: www.gcila.org

Gcila | GLOBAL CONSTRUCTION
& INFRASTRUCTURE
LEGAL ALLIANCE