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| **1.** | **NAME OF STAFF** | Jaime Hurtado |  |  |
| **2.** | **PROPOSED POSITION** |  |  |  |
| **3.** | **EMPLOYER** | DHInfrastructure |  |  |
| **4.** | **DATE OF BIRTH** | 1991-06-29 | **NATIONALITY:** | Colombia |
| **5.** | **EDUCATION** |

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| --- | --- | --- |
| **School, college and/or University Attended** | **Degree/certificate or other specialized education obtained** | **Date obtained** |
| Imperial College London (United Kingdom) | MSc. (merit) Environmental Technology | 2015 |
| Jacobs University (Germany) | BSc. Chemistry | 2013 |

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| **6.** | **PROFESSIONAL CERTIFICATION OR MEMBERSHIP IN PROFESSIONAL ASSOCIATIONS** |  |
| **7.** | **OTHER TRAINING** | Financial Modeling (Universidad de los Andes, Colombia) |
| **8.** | **COUNTRIES OF WORK EXPERIENCE** | Botswana, Brazil, Chile, Colombia, Dominican Republic, El Salvador, Guatemala, Honduras, Jamaica, Kenya, Mexico, Mozambique, Nigeria, Panama, Peru, Suriname, United Kingdom, Vietnam. |
| **9.** | **LANGUAGES** |

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| --- | --- | --- | --- |
| **Language** | **Speaking** | **Reading** | **Writing** |

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| --- | --- | --- | --- |
| English | Good | Good | Good |
| Spanish | Good | Good | Good |

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| **10.** | **EMPLOYMENT RECORD** |
|  | **From:** August 2022**Employer:Position held:****From:** November 2021**Employer:Position held:****From:** October 2020**Employer:Position held:****From:** May 2020**Employer:Position held:****From:** August 2019**Employer:Position held:****From:** July 2018 **Employer:Position held:****From:** December 2015**Employer:Position held:****From:** April 2015**Employer:Position held:** | **To:** CurrentDHInfrastructureManager**To:** July 2022Inter-American Development BankConsultant (PEC)**To:** July 2021The World Bank Consultant (STC)**To:** August 2022Independent Consultant **To:** May 2020Castalia Manager **To:** August 2019Castalia Senior Analyst **To:** July 2018Castalia Analyst **To:** November 2015Imperial College London Student Consultant |
| **11.** | **DETAILED DUTIES ASSIGNED** | **12. WORK UNDERTAKEN THAT BEST ILLUSTRATES CAPABILITY TO HANDLE THE DUTIES ASSIGNED** |
|  | **Name of project:** Prefeasibility of a PPP for Electricity Distribution in Dominican Republic |
| **Year:** 2022 |
| **Location:** Dominican Republic |
| **Client:** Inter-American Development Bank |
| **Main project features:** The IDB is supporting Dominican Republic’s national PPP agency (*Dirección General de Alianzas Público Privadas*—DGAPP) the development of the prefeasibility studies of a public-private partnership (PPP) for the management of the national electricity distribution companies—EDESUR, EDENORTE and EDEESTE. |
| **Positions held:** Consultant |
| **Activities performed:** Mr. Hurtado provided recommendations to DGAPP on several aspects of the prefeasibility study, including financial structure, socioeconomic analysis, risk analysis, value for money, and fiscal impact. |
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|  | **Name of project:** Review of Public Expenditure in the Water Sector |
| **Year:** 2021 to 2022 |
| **Location:** Kenya, Mozambique, and Nigeria |
| **Client:** The World Bank |
| **Main project features:**  |
| **Positions held:** Consultant |
| **Activities performed:** As part of a review of public expenditure in the water sector in Kenya, Mozambique and Nigeria, Mr. Hurtado prepared projections on the financing gap to 2030. To do this, Mr. Hurtado estimated the level of financing required to achieve sector goals by 2030 and then projected the expected level of spending based on historical budget and spending information. |
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|  | **Name of project:** Operational and Financial Performance of the Nauru Utilities Corporation (NUC), |
| **Year:** 2021  |
| **Location:** Nauru |
| **Client:** Nauru Utilities Corporation |
| **Main project features:**  |
| **Positions held:** Consultant |
| **Activities performed:** Mr. Hurtado updated the performance report of the Nauru Utilities Corporation—NUC. For this, Mr. Hurtado carried out an analysis of the operational and financial performance of the company's electricity and water departments. |
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|  | **Name of project:** Promoting Adoption of Sustainable Heating Technologies |
| **Year:** 2021 |
| **Location:** Bosnia and Herzegovina, Kosovo, and North Macedonia |
| **Client:** The World Bank |
| **Main project features:**  |
| **Positions held:**  |
| **Activities performed:** Mr. Hurtado conducted an analysis of various financing mechanisms to promote the transition from polluting heating technologies to more sustainable technologies in Bosnia and Herzegovina, Kosovo, and North Macedonia. |
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|  | **Name of project:** Lessons from the Impact of the COVID-19 Pandemic on Water and Sanitation Providers in Latin America |
| **Year:** 2020-2021 |
| **Location:** Global |
| **Client:** The World Bank |
| **Main project features:** In response to demands from the client countries, the World Bank carried out an analytical service and advisory (ASA) activity to assess the financial impact of the COVID-19 pandemic on WSS service providers in Latin America and identify possible mechanisms to improve service providers’ resilience to these external shocks. |
| **Positions held:** Consultant |
| **Activities performed:** Mr. Hurtado conducted an analysis of the financial and operational impact of COVID-19 on water utilities in nine Latin American countries. Based on this analysis, he developed a report with the cross-cutting lessons learned from the initial impact of the pandemic on the utilities’ operations and finances. He also documented examples of good practices that can be implemented at the WSS service provider and government levels to build the financial resilience of the sector, and laid out financing mechanisms that can help service providers enhance their capacity to cope with future pandemics or other crises, including natural disasters. This [report](https://openknowledge.worldbank.org/bitstream/handle/10986/36300/Building-Financial-Resilience-Lessons-Learned-from-the-Early-Impact-of-COVID-19-on-Water-and-Sanitation-Service-Providers-in-Latin-America.pdf?sequence=1&isAllowed=y) was published in August 2021. |
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|  | **Name of project:** CARILEC Disaster Response Case Study |
| **Year:** 2020 |
| **Location:** CARILEC countries |
| **Client:** The World Bank |
| **Main project features:**  |
| **Positions held:** Consultant |
| **Activities performed:** Mr. Hurtado prepared a case study on disaster response management and financing among CARILEC member utilities. CARILEC is an organization of power utilities and other electricity sector stakeholders in the Caribbean. For this, Mr. Hurtado carried out desktop research and drafted the case study. |
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|  | **Name of project:** PSP in the Water and Sanitation Sector  |
| **Year:** 2020  |
| **Location:** Chile, Colombia, and Mexico |
| **Client:** Defining Future Options  |
| **Main project features:** Defining Future Options (DFO), a consulting firm located in Portugal, was advising Antin Infrastructure Partners, which was interested in acquiring a majority interest in Miya Group. To do this, DFO analyzed private sector participation (PSP) in the water sector in Chile, Colombia, and Mexico. |
| **Positions held:** Consultant |
| **Activities performed:** Mr. Hurtado prepared reports on PSP in the water and sanitation sector for a private investor interested in markets in Chile, Colombia, and Mexico. For this, Mr. Hurtado carried out desktop research and produced reports for each country. These inputs were used by Antin Infrastructure Partners in its acquisition of a majority interest in Miya Group. |
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|  | **Name of project:** Suriname SWM Project Prefeasibility Study, Suriname |
| **Year:** 2019 |
| **Location:** Suriname |
| **Client:** Inter-American Development Bank |
| **Main project features:** The Inter-American Development Bank (IDB) supported the Suriname Water Company (*Surinaamsche Waterleiding Maatschappij*—SWM) in strengthening the utility’s management and operations.  |
| **Positions held:** Project Manager |
| **Activities performed:** Mr. Hurtado led a prefeasibility study for the expansion of the water production capacity at four of SWM’s production stations. First, Mr. Hurtado projected the water demand in the areas served by these production stations. He then compared the current production capacity with the forecasted water demand to identify future production capacity needs. Based on this analysis, Mr. Hurtado assessed alternatives to ensure that SWM was able to meet the forecasted demand. For each alternative, he estimated investment and operational costs, as well as economic benefits. Finally, Mr. Hurtado prioritized alternatives using a set of criteria and the results from the economic analysis. |
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|  | **Name of project:** Puerto Maldonado Wastewater Treatment Plant PPP |
| **Year:** 2019-2020 |
| **Location:** Peru |
| **Client:** Inter-American Development Bank |
| **Main project features:** ProInversion, the Government entity responsible for promoting private investment in Peru, is structuring a PPP to design, build, and operate a wastewater treatment plant in Puerto Maldonado, a city in the Amazon region of Madre de Dios. With support from the IDB, ProInversion engaged a consortium of consultants to provide structuring and advisory services until commercial close.  |
| **Positions held:** Senior Financial and Economic Analyst |
| **Activities performed:** Mr. Hurtado was part of the team designing the financial structure of the transaction, as well as developing a comprehensive financial model for the project’s SPV. Mr. Hurtado also led the project’s regulatory and tariff analysis, and determined the tariff level needed to cover the project’s operational and maintenance costs. He also analyzed potential risks and required government guarantees. |
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|  | **Name of project:** Suriname Transmission and Distribution Pre-Feasibility Studies, Suriname |
| **Year:** 2019 |
| **Location:** Suriname |
| **Client:** Inter-American Development Bank  |
| **Main project features:** The Inter-American Development Bank (IDB) helped Suriname’s National Electricity Company (*Energie Bedrijven Suriname*—EBS) prepare pre-feasibility studies for three transmission and distribution projects in Suriname. These projects aim to improve the system’s reliability by improving the grid’s redundancy, as well as expanding access to areas that currently do not have electricity supply.  |
| **Positions held:** Senior Financial and Economic Analyst |
| **Activities performed:** Mr. Hurtado designed the economic model needed to evaluate the projects’ economic viability based on the costs and benefits estimated. He then led the development of a pre-feasibility study for one of the projects, which included the justification for the project, the preliminary design, and the estimated costs and benefits. He then helped recommend the projects that should move to the feasibility phase. The studies are annexed to the loan proposal to consolidate a sustainable energy sector in Suriname (SU-L1055). |
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|  | **Name of project:** Suriname SWM Operations and Management Audit |
| **Year:** 2019 |
| **Location:** Suriname |
| **Client:** Inter-American Development Bank |
| **Main project features:** The Inter-American Development Bank (IDB) supported the Suriname Water Company (*Surinaamsche Waterleiding Maatschappij*—SWM) in strengthening the utility’s management and operations. SWM struggles to provide high-quality of service to its customers, while facing several challenges such as ageing infrastructure, increasing water demand, lack of financial resources and autonomy, and a recently expanded service area. The IDB engaged a team of consultants to help SWM turn around performance and improve service quality by sequencing and coordinating strategic actions.  |
| **Positions held:** Senior Financial and Economic Analyst |
| **Activities performed:** During the first phase of the consultancy, Mr. Hurtado carried out a comprehensive review of SWM’s technical and commercial operations. With this review, he identified root causes of underperformance and determined initial recommendations. Mr. Hurtado included these recommendations in a comprehensive action plan to guide SWM in improving its performance and institutional capacity. SWM’s Action Plan set out objectives and targets, prioritized actions, cost, timeline, potential funders or financiers, and a monitoring and evaluation framework. |
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|  | **Name of project:** Strategic Plans for Water Utilities (COMPASS Program) |
| **Year:** 2018-2019 |
| **Location:** Colombia |
| **Client:** Inter-American Development Bank |
| **Main project features:** The Inter-American Development Bank (IDB) was interested in designing corporate strategies for five water and sanitation utilities in Colombia.  |
| **Positions held:** Senior Financial and Economic Analyst and Financial Modeler |
| **Activities performed:** For this project, Mr. Hurtado assessed each utility based on its AquaRating results. The AquaRating is a rating system that evaluates water and sanitation service providers in eight areas—Service Quality, Investment Planning, and Implementation Efficiency, Operating Efficiency, Business Management Efficiency, Financial Sustainability, Access to Service, Corporate Governance, and Environmental Sustainability. Based on the assessment, Mr. Hurtado designed a financial model to establish the utilities’ strategic goals for the next 10 years. These goals were a key part of the Strategic Plan that Mr. Hurtado helped formulate through a participatory approach with each utility. Finally, Mr. Hurtado developed a Technical Proposal to define the specific actions to be carried out in the first 3 years of the Strategic Plan. |
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|  | **Name of project:** Financial Model for Infrastructure Funds |
| **Year:** 2017 |
| **Location:** Salvador, Guatemala, Honduras |
| **Client:** Inter-American Development Bank |
| **Main project features:** The Inter-American Development Bank wanted to develop three financial models for infrastructure funds in Guatemala, Honduras and El Salvador. The main objective of the models was to analyze the profitability of the funds given different financial assumptions such as capital contributions, debt and equity ratios, and assumptions of the portfolio of projects to be financed.  |
| **Positions held:** Financial Modeler |
| **Activities performed:** To carry out the assignment, Mr. Hurtado developed a module for the portfolio of projects that allows users to analyze the results of changing projects or conditions of projects established in the portfolio. Mr. Hurtado then helped integrate this module into three models (one for each country) that estimated the requirement of capital contributions in the fund and the returns that investors would receive by investing in the fund. |
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|  | **Name of project:** Santa Marta Water PPP II |
| **Year:** 2017-2019 |
| **Location:** Colombia |
| **Client:** National Planning Department of Colombia (DNP) |
| **Main project features:** The National Planning Department of Colombia (DNP) was interested in implementing a PPP structure for the design, construction, operation, and maintenance of a water and sewage system, for the city of Santa Marta.  |
| **Positions held:** Financial and Economic Analyst |
| **Activities performed:** For this project, Mr. Hurtado helped update the financial model of the PPP by estimating several costs that the service provider will incur. Mr. Hurtado also kept track of the investors interested in the project. |
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|  | **Name of project:** Organizational Diagnosis of Seven State Water Agencies |
| **Year:** 2016-2017 |
| **Location:** Nigeria |
| **Client:** The National Urban Water Sector Reform Project  |
| **Main project features:** The National Urban Water Sector Reform Project (NUWSRP), of Nigeria, engaged a team of consultants to conduct an organizational diagnosis of seven State Water Agencies (SWAs). The team developed a guiding framework for urban water sector reform in Nigeria. For each State, and in consultation with the State, the team developed or updated a sector reform action plan, integrating the diagnosis findings, consistent with the Framework developed for urban water sector reform in Nigeria. |
| **Positions held:** Financial and Economic Analyst |
| **Activities performed:** For this project, Mr. Hurtado helped draft the guiding legal and governance, and organizational frameworks for urban water sector reform in the seven States. |
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|  | **Name of project:** Mexico WRG Prioritization |
| **Year:** 2017 |
| **Location:** Mexico |
| **Client:** IFC |
| **Main project features:** The IFC hired a team of consultants to support the Mexican National Water Commission (CONAGUA) with the institutionalization of its Capital Investment Prioritization System designed in a previous assignment.  |
| **Positions held:** Financial and Economic Analyst |
| **Activities performed:** Mr. Hurtado helped adjust and fine-tune four Analytic Hierarchy Process models, develop a model to prioritize infrastructure maintenance projects. He also helped support the capacity building of a group of selected civil servants responsible for managing the system, to transfer all the knowledge required to use, adjust, and develop the AHP models. |
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|  | **Name of project:** World Bank Water Utility Turnaround |
| **Year:** 2016-2018 |
| **Location:** Global |
| **Client:** The World Bank |
| **Main project features:** The World Bank wanted to develop a utility turnaround framework for public water utilities. This is an analytic framework that practitioners are able to use to guide efforts to turn under-performing public water utilities into highly successful companies—utilities that deliver good services to customers, efficiently and sustainably.  |
| **Positions held:** Financial and Economic Analyst |
| **Activities performed:** For this assignment, Mr. Hurtado researched success in previously attempted turnarounds of public water utilities, using data on performance and a framework for evaluating success. Mr. Hurtado then helped conduct six in-depth case studies of successful water utility turnarounds. With these inputs, Mr. Hurtado helped develop the utility turnaround framework. Finally, Mr. Hurtado customized and piloted the framework for a water utility in Vietnam. The [Utility Turnaround Framework](https://openknowledge.worldbank.org/handle/10986/30863) was published in November 2018. |
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|  | **Name of project:** Lagos Water Corporation Operational Review and Tariff Determination |
| **Year:** 2016-2017 |
| **Location:** Nigeria |
| **Client:** Lagos Water Corporation |
| **Main project features:** The Lagos Water Corporation (LWC) engaged a team of consultants to assess LWC's technical and commercial operations and advise on a cost-reflective tariff for water supply services, taking into consideration customers’ willingness and ability to pay. The team prepared a Rate Case for LWC to submit to the Lagos State Water Regulatory Commission (LSWRC).  |
| **Positions held:** Financial and Economic Analyst |
| **Activities performed:** For this project, Mr. Hurtado reviewed LWC’s legal, regulatory, and policy framework for setting tariffs and service standards. |
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|  | **Name of project:** National Water Commission Mid-Term Tariff Review |
| **Year:** 2016 |
| **Location:** Jamaica |
| **Client:** National Water Commission (NWC |
| **Main project features:** The National Water Commission (NWC) hired a team of consultants to help with developing the analytical inputs required for NWC’s mid-term tariff review application to the Office of Utility Regulation (OUR |
| **Positions held:** Financial Modeler |
| **Activities performed:** As the Financial Modeler and Analyst, Mr. Hurtado reviewed NWC’s financial and operational performance during the first two and a half years of the existing tariff regime. At a later stage, Mr. Hurtado updated NWC’s current financial model to forecast NWC’s future financial performance in the remaining time of the current tariff structure. |
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|  | **Name of project:** Implementation of the Action Plan for 2016-2019 for the National Water Utility |
| **Year:** 2016-2017 |
| **Location:** Panama |
| **Client:** IDAAN |
| **Main project features:** The water utility responsible for providing water and sewerage to all urban areas in Panama (*Instituto de Acueductos y Alcantarillados Nacionales*—IDAAN) hired team of consultants to assist IDAAN during the implementation of its Action Plan for 2016-2019. In addition, the team designed an investment prioritization system for IDAAN’s capital investments. This system will prioritize the projects that IDAAN needs to execute in order to achieve the targets of its Action Plan for 2016-2019.  |
| **Positions held:** Financial and Economic Analyst |
| **Activities performed:** For this project, Mr. Hurtado helped in the design of IDAAN’s Investment Prioritization System and drafted user-guide manuals for the System’s Excel tool. |
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|  | **Name of project:** Design of the Investment Prioritization System for the National Water Commission (CONAGUA) |
| **Year:** 2016 |
| **Location:** Mexico |
| **Client:** 2030 Water Resources Group |
| **Main project features:** The 2030 Water Resources Group hired consultants to design an investment prioritization system for Mexico’s CONAGUA. With this tool, CONAGUA will be able to produce a list of prioritized capital investment projects for water and sanitation infrastructure. Mr. Hurtado helped in the design of the prioritization model to make it more user-friendly for CONAGUA’s staff |
| **Positions held:** Financial and Economic Analyst |
| **Activities performed:**  |
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|  | **Name of project:** Market and Regulatory Due Diligence for Project Milky Way, Mexico |
| **Year:** 2015-2016 |
| **Location:** Mexico  |
| **Client:** Confidential |
| **Main project features:** An investment bank was evaluating a potential business transaction regarding serving as the acquirer, investor, a provider of sources of finance, including direct funding by way of debt or equity, or other arrangements in a water system in Mexico, referred to generally as “Project Milky Way.” For this purpose, this investment bank hired team of consultants to prepare a report with regulatory and market due diligence.  |
| **Positions held:** Financial and Economic Analyst |
| **Activities performed:** For this project, Mr. Hurtado carried out supply and demand studies to assess the Mexican market attractiveness |
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|  | **Name of project:** Development of an Action Plan for 2015-2019 for the National Water Utility |
| **Year:** 2015-2016 |
| **Location:** Panama |
| **Client:** IDAAN |
| **Main project features:** The water utility responsible for providing water and sewerage to all urban areas in Panama (*Instituto de Acueductos y Alcantarillados Nacionales*—IDAAN) hired consultants to prepare its Action Plan for 2015-2019. This action plan was IDAAN’s business plan for the period from 2015 to 2019 and included a projection of targets for key performance indicators, proposed capital investments, and identification of options for financing the proposed capital investments. Mr. Hurtado helped in the drafting of the Action Plan |
| **Positions held:** Financial and Economic Analyst |
| **Activities performed:** Mr. Hurtado helped draft the Action Plan. |
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| 13. | Do you currently or have you ever worked for the World Bank Group including any of the following types of appointments: Regular, term, ETC, ETT, STC, STT, JPA, or JPO? If yes, please provide details, including start/end dates of appointment.Yes, as an STC. Last assignment as an STC ended in July 2021. |

**Certification**

I certify that (1) to the best of my knowledge and belief, this CV correctly describes me, my qualifications, and my experience; (2) that I am available for the assignment for which I am proposed; and (3) that I am proposed only by one Offeror and under one proposal.

I understand that any willful misstatement or misrepresentation herein may lead to my disqualification or removal from the selected team undertaking the assignment.

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|  | Date: | 05/08/2022 |
| *[Signature of staff member or authorized representative of the staff]* |  | *Day/Month/Year* |
| Full name of authorized representative: | [Name] |  |