

Marcel van den Broek, a Certified PPP Professional



More than **25** years of working experience
Including setting up and managing a PPP unit



Master degrees from **3** universities and an
APMG Certified PPP Professional



Supported the development of PPP Frameworks in **10** countries

Roads
25%

Rail
15%

Airports
5%

Ports
10%

Real Estate
30%

Other
15%

Delivered some **30** Feasibility Studies/ Outline Business Cases

Involved in **10** tenders of which **6** achieved contract close

Kantienberg
Student housing
Belgium
€ 100 million
2009

Rreshen – Kalimash
Motorway
Albania
€ 500 million
2006

Coentunnel
Motorway
Netherlands
€ 1,200 million
2005

Kenya Uganda Rail
Railways
Kenya - Uganda
€ 400 million
2006

Port of Banda Aceh
Port
Indonesia
€ 100 million
2005

Meuse
Inland Waterways
Netherlands
€ 500 million
2005

CP3P Accredited Trainer
Designed and Delivered PPP Trainings and workshops in **20** countries with an average rating of **9/10**

Advised on **10** Financial Instruments to facilitate PPP

- Kyrgyz Infrastructure Finance Fund
- Romanian Municipal Infrastructure Fund
- Development Related Infrastructure Investment Vehicle (NL)
- Program Infrastructure Development Africa
- Bangladesh Infrastructure Finance Fund
- City Fund Belgium
- Ten-T Risk Capital Facility
- Greater Tumen Infrastructure Fund
- Municipal PPP Fund Netherlands

My Top Endorsements

Public Private Partnerships	108
Management Consulting	51
Financial Modeling	46
Business Strategy	31
Feasibility Studies	26
Project Finance	25

PROFESSIONAL SUMMARY

Marcel is an independent Consultant specialised in Public Private Partnerships (PPP) and since 2018 acclaimed as a **Certified PPP Professional (CP3P)** by APMG. His professional experience of more than **25** years covers primarily infrastructure finance and PPP's. He was **founder and director of the PPP Unit** within the Dutch Ministry of Transport and acted for 9 years as Director PPP & Financial Advisory Services at the renowned Dutch consulting firm ECORYS. Before ECORYS, he worked for PricewaterhouseCoopers, the Ministry of Transport in the Netherlands and Arthur Andersen.

He has been involved the last decade in some **100** projects over **50** countries in a variety of sectors. His main competencies include:

- **Policy advice**

He has supported over a dozen governments and several multilateral institutions in the design of a policy or instruments to enable and facilitate private sector participation in the provision of public services. Recommendations have been mostly presented to the key decision makers including parliament, ministers or even prime ministers.

- **Capacity building and training**

He has supported the establishment of various PPP units around the world. Drafted numerous guidelines and toolkits. He furthermore has provided numerous trainings and workshops on the subject of PPP mostly evaluated with outstanding reviews. He is a CP3P accredited trainer (Certified PPP Program as managed by APMG).

- **Feasibility studies and business planning**

He has done many feasibility studies or business plans. Mostly for projects in the area of transport infrastructure, real estate or regional development/integration. He is well experienced in valuing projects and assessing the bankability and value for money.

- **Tendering and contracting**

He has been involved in a number of transactions, sometimes considered a landmark PPP for the respective country or region. Total value contracted amounts up to over € 3 billion.

- **Project management**

In most of his projects he acted as the team leader bearing final responsibility. Teams were mostly multidisciplinary including legal, engineering and economic experts as well as multinational including recognized international experts and relevant local experts.

Major achievements include:

- Supporting the development of PPP Frameworks in **10** countries
- (Co-) Drafting **7** guidelines/manuals for developing PPP
- Designing and delivering PPP trainings and workshops in over **20** countries amounting up to approximately 600 training hours and rated on average with **9/10**
- **Accredited CP3P trainer since 2018**
- Advising on **10** financial instruments or strategies for facilitating PPP
- Screening over **70** initiatives for PPP suitability
- Delivering some **30** feasibility studies/outline business cases in various transport and real estate sectors
- Contributing to **10** PPP tenders of which **6** successfully reached contract close involving a total capital amount of almost € **3** billion



CURRICULUM VITAE (CV)

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Date of birth : 3 May 1968

Nationality : Dutch



Education

School, college and/or University Attended	Degree/certificate or other specialized education obtained	Date Obtained
University of Nyenrode in the Netherlands in association with Simon School of Business at the University of Rochester in the USA	Executive Master of Business Administration	1999
University of Tilburg	Business Economics Master's degree	1993

Membership in Professional Associations: UNECE Team of Specialists on PPP

Other Trainings:

Institute	Training	Date
APMG	Certified Public Private Partnerships Program (CP3P) - Level 1: Foundation Exam - Level 2: Preparation Exam - Level 3: Execution Exam CP3P trainer accreditation for all 3 levels!	2018
Krauthammer (NL)	Management Development Program	2008
Institute for Public Private Partnerships (IP3), Washington (USA)	Tariff rate setting & financial analysis for infrastructure	1999

Countries of Work Experience:

Albania, Bahamas, Bangladesh, Belgium, Bulgaria, Burundi, China, Egypt, Ethiopia, Finland, Gambia, Ghana, Hong Kong, Hungary, India, Indonesia, Italy, Jordan, Japan, Kenya, Kyrgyzstan, Lao PDR, Lebanon, Lesotho, Mongolia, Montenegro, Mozambique, Nepal, Netherlands, Nigeria, Pakistan, Poland, Romania, Russia, Rwanda, Saudi Arabia, Senegal, Tanzania, Turkey, Tunisia, Uganda, Ukraine, United Arab Emirates, United States, Vietnam, Yemen

Languages:

Language	Speaking	Reading	Writing
Dutch	Mother tongue		
English	excellent	excellent	excellent
French	fair	fair	fair
German	good	good	fair

Employment Record:

From: 2009 To : date

Positions held: Independent Consultant

From : 2001 To: 2009

Employer: ECORYS Nederland BV, Rotterdam, The Netherlands

Positions held: Director PPP & Financial Advisory Services

From : 2000 To: 2001

Employer: PricewaterhouseCoopers, The Netherlands

Positions held: Principal Consultant

From: 1997 To: 2000

Employer: Ministry of Transport, The Netherlands

Positions held: Managing director PPP task force

From: 1995 To: 1997

Employer: Ministry of Transport, The Netherlands

Positions held: Senior Management Consultant

From: 1993 To: 1995

Employer: Arthur Andersen & Co.

Positions held: Accountant

Publications and Keynotes:

2014 : Keynote Speaker “PPP Development in Ghana” (Accra)

2013 : Keynote Speaker “PPP in Denmark” (Copenhagen)

2005 : Keynote Speaker “Transport Investments in Russia” (Moscow)

2005 : Chairman ‘Conference PPP in the Benelux’ (Brussels, SMI Conferences)

2004 : Chairman ‘Conference PPP in the Benelux’ (Amsterdam, SMI Conferences)

2004 : Making European Money Work; integrating European Funds with PPP (PFI Magazine)

2004 : Private Infrastructure Finance Opportunities in Continental Europe (ECORYS Finance publication)

2004 : Keynote Speaker “Integrating PPP’s with EU grants” (PPP’s in Hungary, International Training Centre for Bankers)

2003 : The Warsaw Metro dilemma; cheap money or Value for Money (European Public Finance magazine)

2003 : Chairman and Key Note speaker; “Does PPP really provide Value for Money?” (Transport Infrastructure Projects in Central Europe, Adam Smith Conferences, Prague)

2002 : Creating PFI opportunities by integrating infrastructure and real estate (PFI Magazine)

2002 : Chairman and Key Note speaker; “The Dutch Approach to PPP” (Iberian Transport Projects, SMI Conferences, Madrid)

2000 : ‘Theorie en Voorbeeldengids PPS’ (The do’s and don’ts with regard to PPP)

Project experience: A selection from over 100 projects in more than 50 countries

PPP Frameworks	
<p>Name of assignment or project: Model PPP Tender Documents</p> <p>Year: 2020</p> <p>Location: Indonesia</p> <p>Client: Ministry of Finance in Indonesia</p> <p>Main project features: Preparing Model PPP Tender Documents including RFQ, RFP and PPP Contracts for 6 priority sectors (Urban Transport, Water, Waste, Housing, Energy and Health)</p> <p>Positions held: International PPP Expert</p> <p>Activities performed:</p> <ul style="list-style-type: none"> • Review Regulatory Framework • Review International Guidance and Best practices • Stakeholder Consultation • Drafting of Model PPP Tender Documents • Development of Bid Evaluation Model 	 <p style="text-align: center;"><i>“The format tender documents prepared by the consultants are well prepared and helpful for the procurement process of the infrastructure project”</i></p> <p style="text-align: right;"><i>World Bank</i></p>
<p>Name of assignment or project: PPP Framework Development Georgia</p> <p>Year: 2019 – 2020</p> <p>Location: Georgia</p> <p>Client: ADB</p> <p>Main project features: Operationalisation of PPP Framework</p> <p>Positions held: Team Leader</p> <p>Activities performed:</p> <ul style="list-style-type: none"> • Drafting PPP Manual and specific guidelines/regulations • Training and capacity building • Design of financial instruments • Project Screening 	
<p>Name of assignment or project: PPP Guidelines Ethiopia</p> <p>Year: 2019</p> <p>Location: Ethiopia</p> <p>Client: CPCS / World Bank</p> <p>Main project features: Drafting Operational PPP Guidelines</p> <p>Positions held: Transport PPP expert</p> <p>Activities performed:</p> <ul style="list-style-type: none"> • Drafting transport sector specific PPP Guidelines 	
<p>Name of assignment or project: PPP Framework Development Saudi Arabia</p> <p>Year: 2017 – 2018</p> <p>Location: Saudi Arabia</p> <p>Client: PPP Experts Ltd./ National Centre for Privatization and PPP</p> <p>Main project features: Design of PPP Framework</p> <p>Positions held: International PPP expert</p> <p>Activities performed:</p> <ul style="list-style-type: none"> • Drafting PPP Manual • Project Screening (roads and ports sector) 	

Name of assignment or project: PPP Development Kyrgyzstan
Year: 2013 – to date
Location: Kyrgyzstan
Client: ADB
Main project features: Design and implementation of PPP Framework
Positions held: TA Team Leader

Activities performed:

- Project Screening (reviewed some 20 initiatives in various sectors for PPP suitability)
- Drafting amendments to PPP Law
- Drafting PPP Manual and specific guidelines/regulations
- Training and capacity building (including the design of a Kyrgyz Certification program)
- Design of financial instruments (including Project Development Support Fund and the Kyrgyz Infrastructure Finance Fund)
- Design PPP Strategy

According to the Infrascope assessment by the Economist Intelligence Unit the PPP Readiness in the Kyrgyz Republic improved from “nascent” in 2014 to “developed” in 2018 outgrowing all other countries in the region.



Name of assignment or project: PPP Program Support Bangladesh
Year: 2011 – 2012
Location: Bangladesh
Client: ADB
Main project features: Design of PPP Framework
Positions held: TA Team Leader

Activities performed:

- Diagnostic Review of policy, legal, institutional and financial environment
- Design PPP Policy
- Drafting PPP Law
- Drafting PPP Manual and specific guidelines/regulations including, Project Development, Project Screening and Model Concession Agreements
- Training and capacity building
- Design of financial instruments (including Project Development Fund, Viability Gap Financing and the Bangladesh Infrastructure Finance Fund)
- Drafting of Operations Plans for the PPP unit at the Ministry of Finance and the PPP Office



Name of assignment or project: PPP Policy Lesotho
Year: 2011
Location: Lesotho
Client: Rebel Group / IFC
Main project features: Design of PPP Policy for Lesotho
Positions held: Team Leader

Activities performed:

- Diagnostic Review of policy, legal, institutional and financial environment
- Design PPP Policy / Strategy
- Design institutional framework
- Workshops



Name of assignment or project: PPP Law Mongolia

Year: 2009

Location: Mongolia

Client: ADB

Main project features: Review PPP Law

Positions held: International PPP Expert

Activities performed:

- Review draft PPP/Concession Law and recommending improvements



Name of assignment or project: Diagnostic review for the Implementation of a PPP Program in Yemen

Year: 2008 – 2009

Location: Yemen

Client: IFC

Main project features: Diagnostic review for the Implementation of a PPP Program in Yemen

Positions held: Team Leader

Activities performed:

- Diagnostic Review of policy, legal, institutional and financial environment
- Design PPP Policy / Strategy
- Design institutional framework
- Workshops



Name of assignment or project: Private Participation in Infrastructure, Jordan PPP Program

Year: 2007 – 2009

Location: Jordan

Client: Government of Jordan, Executive Privatization Committee

Main project features: Design of PPP Framework

Positions held: Team Leader

Activities performed:

- Diagnostic Review of policy, legal, institutional and financial environment
- Design PPP Policy / Strategy
- Design institutional framework
- Workshops
- Design of financial instruments (including Guarantee Fund)
- Project screening



Name of assignment or project: PPP development Turkey

Year: 2007 – 2008

Location: Turkey

Client: World Bank

Main project features: Designing an institutional, legal and policy framework for the development and implementation of second-generation PPPs in Turkey

Positions held: Team leader

Activities performed:

- Diagnostic Review of policy, legal, institutional and financial environment
- Design PPP Policy / Strategy
- Design institutional framework
- Workshops



Name of assignment or project: Setting up a concession agency in Albania

Year: 2006 – 2007

Location: Albania

Client: IFC

Main project features: Setting up a concession agency

Positions held: Team leader

Activities performed:

- Drafting PPP Manual
- 2-day Training (evaluated with 9.5 out of 10)
- Drafting of organizational plan for a PPP unit



Name of assignment or project: PPP Framework Development Poland

Year: 2002 – 2003

Location: Poland

Client: EBRD

Main project features: Setting up a PPP Framework in Poland including a PPP Unit, PPP Law, PPP Manual, identification of pilot projects

Positions held: Team leader

Activities performed:

- Drafting PPP Law
- Developing PPP Manual/toolkit/ specific guidelines/regulations including Value for Money, Fiscal Risks and EU co-financing
- Training and capacity building
- Project screening (Road 19)



Training and Guidelines

Name of assignment or project: CP3P Trainings

Year: Since 2018

Location: Netherlands, The Gambia, Spain, Indonesia, Vietnam, Senegal, Pakistan

Client: K-Infra (APMG [Accredited Training Organisation](#))

Main project features: The [APMG PPP Certification Program](#) is an innovation of the Asian Development Bank (ADB), the European Bank for Reconstruction and Development (EBRD), the Inter-American Development Bank (IDB), the Islamic Development Bank (IsDB), the World Bank Group (WBG) and part funded by the Public-Private Infrastructure Advisory Facility (PPIAF). It has been designed to create a consistency of terms used in PPPs and to standardize the process for the delivery of PPP projects worldwide. The program encompasses 3 levels of examination – Foundation, Preparation and Execution. CP3P is the definitive credential to demonstrate to peers that abilities are aligned with international PPP good practice.

Positions held: [APMG Accredited](#) Trainer

Activities performed: See below summary of CP3P Training Experience and see annex for further details



#	Level	Number of Participants	Pass Rate	Satisfaction Training (1-5)	Satisfaction Trainer (1-5)
21	Total	380	88%	4.4	4.7
10	Foundation	173	86%	4.6	4.8
8	Preparation	159	88%	4.2	4.7
3	Execution	48	98%	4.4	4.6

Name of assignment or project: PPP Training Malaysia

Year: 2015

Location: Malaysia

Client: IBN International

Main project features: 2-day PPP workshop "Developing Bankable Public Private Partnerships; From Identification to Implementation".

Positions held: PPP trainer

Activities performed: Design and delivery of training (rated 8.7/10)



Name of assignment or project: PPP Training Qatar

Year: 2015

Location: Qatar

Client: Marcus Evans International

Main project features: 1-day PPP masterclass "PPP and project finance".

Positions held: PPP trainer

Activities performed: Design and delivery of training (rated 9/10)



Name of assignment or project: PPP Training Egypt

Year: 2015

Location: Egypt

Client: Pantea / Netherlands Enterprise Agency

Main project features: 5-day training "Transport Infrastructure Finance" for senior management of Ministry of Transport in Egypt

Positions held: PPP trainer

Activities performed: Design and delivery of training (rated 9/10)



Name of assignment or project: PPP Training Nigeria

Year: 2012

Location: Nigeria

Client: Crown Agents

Main project features: 5-day training on monitoring and evaluating concessions for senior management of Nigeria Ports Authorities

Positions held: PPP trainer

Activities performed: Design and delivery of training (rated 4.8/5).

"excellently delivered", "well thought out and well delivered", "very informative and inspirational", "one of the best trainings we have ever had"



Name of assignment or project: Training the Trainers

Year: 2010

Location: India

Client: World Bank

Main project features: Content and curriculum development for a nationwide PPP training program.

Position held: PPP expert

Activities performed: Specifically responsible for the project appraisal module including economic, financial, risk and value for money analysis.



Name of assignment or project: Certification Program for PPP

Year: 2010

Location: Global

Client: World Bank

Main project features: Scoping study for a certification program for professionals working in PPP (the current APMG CP3P program).

Positions held: PPP expert

Activities performed: Desk review, needs assessment, stakeholder consultation, program design, outline business case



Policy Design and Evaluation

Name of assignment or project: A Critical Analysis of PPP Experience in Greater Europe with a focus on the Transport Sector

Year: 2018

Location: Europe

Client: EBRD

Main project features: Study proposes and explains a list of the most relevant factors that explain PPP project failures from the perspective of the PPP project cycle with a focus on preparation and procurement. The analysis is supported by evidence of real projects described as examples along the paper, including both bad done and well-done stories

Positions held: Co-author

Activities performed: Review of some 15 PPP case studies highlighting the main reasons for failure and lessons to be learned.



Name of assignment or project: Abu Dhabi Government Excellence Program

Year: 2017

Location: United Arab Emirates

Client: General Secretariat of the Executive Council

Main project features: The Abu Dhabi Excellence Program evaluates the performance of government authorities

Positions held: Subject Matter Expert

Activities performed: Assessment of the performance of the Department of Municipal Affairs and Transport and the Municipality of the Western Region, interviews, review of performance indicators, trend analysis



Name of assignment or project: Sheikh Khalifa Government Excellence Program

Year: 2016

Location: United Arab Emirates

Client: Prime Minister's Office

Main project features: The Sheikh Khalifa Government Excellence Program evaluates the performance of government authorities

Positions held: Subject Matter Expert

Activities performed: Assessment of the performance of the Ministry of Infrastructure Development, interviews, review of performance indicators, trend analysis



Name of assignment or project: Transport Master Plan for the state of Punjab

Year: 2009 - 2012

Location: India

Client: World Bank

Main project features: Transport Master Plan for the state of Punjab

Positions held: Team Leader

Activities performed: Designing integrated transport policy and strategic investment plans for State of Punjab with specific focus on the roads, rail, airport and urban transport sector including PPP strategy

"this is a good, solid and professional document, worthwhile disseminating India wide as well as to others, interested in developing similar document"

Financial Instruments and Strategies

Name of assignment or project: Strengthening the Federal PPP Framework and Enabling Reforms for Infrastructure Financing Support

Year: 2020 to date

Location: Pakistan

Client: ADB / Rebelgroup

Main project features: Operationalization of the Pakistan Development Fund Ltd., an infrastructure financing institution currently owned by government that is intended to play a role in mobilizing investments in PPPs

Positions held: Team Leader

Activities performed: Development of Business and financing plan, policies and procedures and an organizational plan



Name of assignment or project: Review Development Related Infrastructure Investment Vehicle (DRIVE)

Year: 2017

Location: Netherlands

Client: Netherlands Enterprise Agency

Main project features: The Development Related Infrastructure Investment Vehicle (DRIVE) is a € 100 million facility established by the government of the Netherlands to provide financial support to the private sector for developing infrastructure in emerging economies

Positions held: Procurement expert

Activities performed: Review of the facility and recommending improvements



Name of assignment or project: Financing strategy for the Transport Master Plan for the Tumen Region

Year: 2014

Location: Tumen

Client: UNDP/GIZ

Main project features: Transport Master Plan for the Tumen Region encompassing Russia, China, Mongolia and South Korea

Positions held: Finance Expert

Activities performed: Problem analysis, strategy design, reporting, dissemination workshops



Name of assignment or project: Financing strategy for the Programme for Infrastructure Development in Africa

Year: 2014

Location: Africa

Client: Rebel Group / AfDB

Main project features: Financing strategy for the € 68 billion Programme for Infrastructure Development in Africa and Outline Financial Structure for 5 selected showcase projects

Positions held: Team Leader

Activities performed: Problem analysis, strategy design, pre-feasibility review, reporting, dissemination workshops



Name of assignment or project: Instrumental Study and Workshop on Infrastructure Investment and Financing in the EU

Year: 2012

Location: EU

Client: Ecorys / EC

Main project features: Review of Financing Instruments for Infrastructure Development in the EU

Positions held: Team Leader

Activities performed: Responsible for analysing public and private financing schemes for selected infrastructure sectors throughout the EU and recommending suitable refinements to the Commission's Infrastructure Finance Policy



Name of assignment or project: Municipal Infrastructure Fund Romania

Year: 2007

Location: Romania

Client: Government of Romania, Ministry of Public Finance

Main project features: Design of Municipal Infrastructure Fund

Positions held: Team Leader

Activities performed: Responsible for providing a feasibility study on establishing a Local Infrastructure Investment Trust (designed as a Municipal Infrastructure Fund) in Romania and to strengthen the capacity of the PPP Central Unit of the Ministry of Public Finance



Name of assignment or project: New Financial Instruments for TEN-T

Year: 2006-2007

Location: EU

Client: European Parliament

Main project features: Review and recommendations regarding the financial instruments for the development of the TEN-T program

Positions held: Team Leader

Activities performed: Responsible for identifying new financial instruments for the Trans-European Transport Networks (TEN-T) and assessing the appropriateness of the identified instruments



Name of assignment or project: City Fund Belgium

Year: 2006

Location: Belgium

Client: Municipal Holding

Main project features: Design of a Municipal Infrastructure Fund

Positions held: Financial Expert

Activities performed: Responsible for defining and implementing a fund aimed at supporting municipalities with urban development schemes



Name of assignment or project: TEN Risk Capital Facility

Year: 2006

Location: EU

Client: EC

Main project features: Evaluation of the TEN Risk Capital Facility, a facility established by the EC to provide the Trans-European Network projects with risk capital

Positions held: Financial expert

Activities performed: Desk review, stakeholder consultation, reporting, dissemination workshops



Roads

Name of assignment or project: Illela and Benin/Aviele Truck Transit Park PPP
Year: 2019 – to date
Location: Nigeria
Client: PPP advisories / Nigeria Shippers’ Council
Main project features: Outline Business case and Tender for the development and management of Truck Transit Parks in Illela, Benin and Aviele
Positions held: Team Leader
Activities performed: Feasibility Study and Transaction Advisory Services for the tendering of the development and management of Truck Transit Parks in Illela, Benin and Aviele



Name of assignment or project: Nairobi - Nakuru Road PPP
Year: 2015 - 2018
Location: Kenya
Client: ICT/ Kenya National Highways Authority
Main project features: Widening of the 200 km road between Nairobi and Nakuru
Positions held: Team Leader
Activities performed: Feasibility Study and Transaction Advisory Services for the tendering of the envisaged 200 km widening of the single carriageway between Nairobi and Nakuru



Name of assignment or project: Road Sector Policy and Strategy for the state of Rajasthan
Year: 2016 - 2017
Location: India
Client: Ecorys / World Bank
Main project features: Design of Road Sector Policy and Strategy
Positions held: International expert
Activities performed: Supporting the design of a road sector policy for the state of Rajasthan, problem analysis, best practice review.



Name of assignment or project: Pre-Feasibility Accra – Takoradi Road Dualization PPP
Year: 2013 - 2014
Location: Ghana
Client: Rebel Group / Ghana Highways Authority
Main project features: 200 km dualization of the single carriageway between Accra and Takoradi.
Positions held: Team Leader
Activities performed: Responsible for the pre-feasibility study including problem analysis, demand analysis, identification of technical solution, financial analysis, PPP design and procurement process outline



Name of assignment or project: Roads PPP Prioritization Uganda
Year: 2013
Location: Uganda
Client: IFC
Main project features: reviewing 5 possible road PPPs and the readiness for PPP in Uganda and recommending a prioritized schedule for implementation including terms of reference for the next steps.
Positions held: PPP expert
Activities performed: Background review, site visit, financial analysis, PPP design



Name of assignment or project: E-Queuing PPP Study Russia – Belarus - Finland

Year: 2013

Location: Russia/Belarus/Finland

Client: EC

Main project features: Option Analysis for a possible PPP to implement E-Queuing at the border crossings between Russia/Belarus and Europe.

Positions held: Team Leader

Activities performed: problem analysis, financial analysis, PPP design, reporting



Name of assignment or project: Pipeline Analysis of PPP Projects in Kenya

Year: 2012

Location: Kenya

Client: Ecorys / World Bank

Main project features: Identifying and prioritizing potential PPP projects and preparing 5 pre-feasibility assessments

Positions held: Financial expert

Activities performed: Identifying and prioritizing potential PPP projects and preparing 5 pre-feasibility assessments i.e. Outline Business Cases for possible PPP projects including Second Nyali Bridge, Mombasa – Nairobi highway, Airport Hotel, Kisumu Port and Mombasa Special Economic Zone



Name of assignment or project: Outline Business Case Shagamu – Benin - Asaba

Year: 2011 – 2012

Location: Nigeria

Client: Infrastructure Concession Regulatory Committee (ICRC)

Main project features: The 390 km road between Shagamu and Asaba is an essential connection for East – West traffic in Nigeria and in need of improvement

Positions held: Financial expert

Activities performed: Prepared Outline Business Case for a possible PPP to improve the Shagamu – Benin – Asaba road connection



Name of assignment or project: Bar – Boljare Highway

Year: 2008

Location: Montenegro

Client: World Bank

Main project features: Diagnostic Review of Road PPPs in Montenegro

Positions held: Team Leader

Activities performed: Responsible for assessing the possibilities and constraints for establishing PPP in the road sector in Montenegro, with particular focus on the envisaged € 2 billion Bar – Boljare Highway



Name of assignment or project: Expansion for the A1 between Apeldoorn and the German border

Year: 2009

Location: Netherlands

Client: Province of Overijssel in the Netherlands

Main project features: The A1 highway between Apeldoorn and the German border needs to be expanded costing € 600 million, though central government resources are insufficient.

Position held: Team Leader

Activities performed: Reviewing best practices and identifying appropriate financing mechanisms and assessing the attractiveness and achievability of these options.



Name of assignment or project: Road Sector Reform Nigeria
Year: 2007-2008
Location: Nigeria
Client: Bureau of Public Enterprises, Federal Government of Nigeria
Main project features: Road Sector Reform
Positions held: Finance expert
Activities performed: Development road sector reform in Nigeria, establishment of a Road Fund, National Roads Board and Federal Highway Agency; designing the institutional set-up, drafting legislation and preparing operational business plans



Name of assignment or project: Development and Implementation of a Nationwide Road User Charging Scheme in the Netherlands
Year: 2007 - 2008
Location: Netherlands
Client: Ministry of Transport
Main project features: The Government of the Netherlands was considering the introduction of a nationwide road user charging system whereby the user will be charged with a fee depending on the distance, time of day, location and type of car.
Position held: Strategic advisor (part-time secondment)
Activities performed: tender and contracting strategy (including analysis of possible road concession schemes) and the implementation plan



Name of assignment or project: Diagnostic Study for the establishment of PPP in the Road sector in Yemen
Year: 2007
Location: Yemen
Client: World Bank
Main project features: Diagnostic Study for the establishment of PPP in the Road sector
Positions held: Team Leader
Activities performed: Responsible for assessing the possibilities and constraints for establishing PPP in the road sector in Yemen, including the development of a detailed action plan



Name of assignment or project: Toll Roads Program Design in the Netherlands
Year: 2006 – 2008
Location: Netherlands
Client: Ministry of Transport
Main project features: Design of Toll Road program in the Netherlands
Positions held: Financial expert and Project Manager
Activities performed: Feasibility assessment of several pilot projects for implementing road user charges in the Netherlands in particular to (partly) recover the cost of (accelerated) construction



Name of assignment or project: Rreshen - Kalimash Motorway
Year: 2006
Location: Albania
Client: Government of Albania, Ministry of Transport
Main project features: Development of a USD 500 million Rreshen – Kalimash Motorway (the largest project ever in Albania) in order to efficiently connect the Kosovo region with the coastal area of Albania.
Positions held: Team leader
Activities performed: Managed to competitively tender and negotiate a contract with the highest ranked bidder in less than 3 months



Name of assignment or project: Oosterweel link Road concession
Year: 2006
Location: Belgium
Client: Vinci
Main project features: Development of the Oosterweel link near Antwerp
Positions held: Contract expert
Activities performed: Preparation for the design build finance and maintain contract for the € 1.5 billion Oosterweel link near Antwerp



Name of assignment or project: Model Audit Coentunnel Expansion
Year: 2005
Location: Netherlands
Client: Ministry of Transport
Main project features: The project concerns the design, build, finance and maintenance concession for the second Coentunnel near Amsterdam.
Positions held: Team leader
Activities performed: Review of the financial model and related financial products concerning the 2nd Coentunnel project.



Rail and Urban Transport

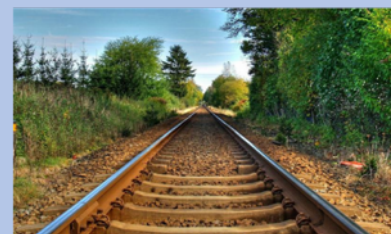
Name of assignment or project: Feasibility Study Isaka – Kigali – Musongati Railway
Year: 2012
Location: Tanzania/Rwanda/Burundi
Client: Gibb Africa / AfDB
Main project features: Development of a Railway from Isaka (Tanzania) to Kilgali (Rwanda) and Mussongati (Burundi)
Positions held: PPP Expert
Activities performed: PPP Design, stakeholder workshops, reporting, site visit



Name of assignment or project: Sena Line upgrade
Year: 2008
Location: Mozambique
Client: CFM
Main project features: Upgrade of the Sena Railway Line
Positions held: Financial Expert
Activities performed: Responsible for reviewing the financial analysis and financial model for the upgrade of the Sena Line



Name of assignment or project: Pre-Feasibility Study Isaka – Kigali – Musongati Railway
Year: 2008-2009
Location: Tanzania/Rwanda/Burundi
Client: Gibb Africa / AfDB
Main project features: Development of a Railway from Isaka (Tanzania) to Kilgali (Rwanda) and Mussongati (Burundi)
Positions held: Financial Expert
Activities performed: Responsible for the financial analysis of the Isaka – Kigali – Musongati Railway project and the identification and review of PPP options



Name of assignment or project: Public Transport Sector Reform in the City of Togliatti

Year: 2006-2007

Location: Togliatti, Russia

Client: EBRD

Main project features: Public Transport Sector Reform in the City of Togliatti

Positions held: Finance and contract expert

Activities performed: Financial analysis, procurement strategy



Name of assignment or project: Financial situation of railway undertakings in the EU

Year: 2005

Location: EU

Client: EC

Main project features: Study and the financial situation of railway undertakings in the EU

Positions held: Team Leader

Activities performed: Financial review



Name of assignment or project: Kenya Uganda Railway Concession

Year: 2005

Location: Kenya, Uganda

Client: IFC

Main project features: Joint concessioning of Kenya and Uganda railways

Positions held: Team Leader Rail Asset Valuation

Activities performed: Asset Valuation, Depreciation methodology design, support in contract drafting.



Name of assignment or project: Betuwe Freight Rail Corridor Operations Model

Year: 2003

Location: Netherlands

Client: Ministry of Transport

Main project features: Design of an Operations Model for a new rail link connecting the Port of Rotterdam with the German border. The rail link is dedicated solely to freight and aims to relieve congestion on the road and improve the competitive position of the Port of Rotterdam.

Positions held: Financial expert

Activities performed: Financial Modelling, Risk allocation, Tariff review, PPP options study



Name of assignment or project: Warsaw Metro Preparation

Year: 2003

Location: Poland

Client: EBRD

Main project features: Expansion of the Warsaw Metro

Positions held: Financial & PPP expert

Activities performed: Feasibility assessment and tender & contracting preparation for the expansion program with a value of € 1.7 billion of the Warsaw Metro



Name of assignment or project: High speed link Zuiderzeelijn
Year: 2000
Location: Netherlands
Client: Ministry of Transport
Main project features: Development of a High-speed railway connection between Amsterdam and Groningen
Positions held: Team leader
Activities performed: The study included various options e.g. High-Speed Line, Maglev. Responsibilities included traffic forecasts, financial modelling, real estate development, risk analysis and PPP models

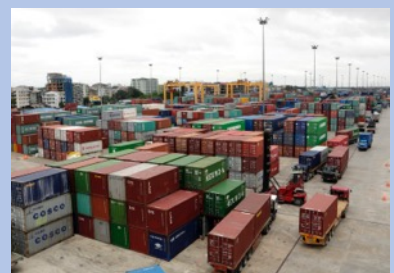


Ports and Inland Waterways

Name of assignment or project: Regional Ports Privatization Program
Year: 2018 to date
Location: Greece
Client: PCR / Hellenic Republic Asset Fund SA
Main project features: Preparation and transaction advisory for the concessioning of 10 regional ports in Greece
Positions held: Commercial PPP expert
Activities performed: Commercial due diligence of ports including Alexandroupolis, Kavala, Volos, Patras, Igoumenitsa, Corfu, Heraklion, Lavrion, Elefsina and Rafina.



Name of assignment or project: Dar Es Salaam Freight Station
Year: 2010
Location: Tanzania
Client: Ecorys / World Bank
Main project features: Development of Container Freight Station near Dar Es Salam to relieve congestion in the city and improve the efficiency of the Port of Dar Es Salaam
Positions held: PPP expert
Activities performed: PPP Design, stakeholder workshops, reporting, site visit



Name of assignment or project: Port of Zarubino
Year: 2009
Location: Russia
Client: Trans Group - Trans container
Main project features: Responsible for assessing the financial feasibility of the expansion of the port of Zarubino and designing a joint venture agreement between Transgroup and Transcontainer, the project promoters
Position held: Finance and Institutional Expert
Activities performed: Business Case Design and Financial Analysis



Name of assignment or project: Feasibility Study for the relocation of the Port of Nassau
Year: 2007
Location: Bahama's
Client: Government of the Bahama's
Main project features: The government of the Bahamas is considering the relocation of the Port of Nassua to relieve congestion in the city, enable further expansion of the capacity and improve the island's competitiveness.
Position held: Financial Expert
Activities performed: Financial analysis: Business Case Design and Financial Analysis



Name of assignment or project: Post-Tsunami Reconstruction Port of Banda Aceh

Year: 2005

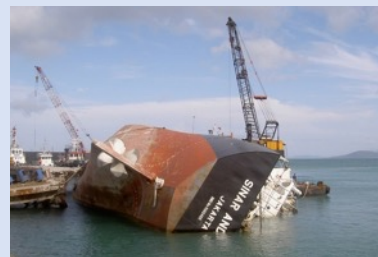
Location: Indonesia

Client: Ministry of Foreign Affairs, The Netherlands

Main project features: Following the Tsunami the government of the Netherlands offered support to the government of Indonesia to reconstruct the Port of Banda Aceh

Position held: Procurement Expert

Activities performed: Responsible for designing the tender & contracting strategy and the contract negotiations with the preferred bidder.



Name of assignment or project: Strategic development of the Inland Waterway Transport sector in Romania

Year: 2005

Location: Romania

Client: EC

Main project features: Project aimed at strategic development of the inland waterway transport sector in Romania.

Positions held: Financial expert

Activities performed: Specific responsibilities include development of a financing strategy for the fleet modernization and the required infrastructure investments;



Name of assignment or project: Restructuring of the Maritime Sector in Lebanon

Year: 2005

Location: Lebanon

Client: EC

Main project features: Project aimed at restructuring the maritime and land sectors in Lebanon

Position held: Financial Expert

Activities performed: Specific responsibilities include preparations of the Terms of reference for the procurement of a Management Information and Accounting system and the preparation of a Business Plan for the Land and Maritime Authority



Name of Assignment or Project: St. Petersburg Flood Protection Barrier

Year: 2002

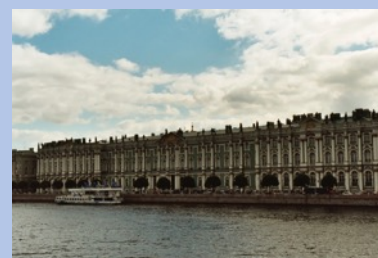
Location: Russian Federation

Client: EBRD

Main project features: Development of a Flood Protection Barrier to mitigate flooding risk for the city of St. Petersburg

Position Held: Finance and procurement expert

Activities Performed: study to define and implement a system to recover the costs for the completion of the flood protection barrier in St. Petersburg and design of the tender & contracting strategy



Name of assignment or project: Widening and deepening of the Meuse

Location: Netherlands

Client: Ministry of Transport

Main project features: the project involves the widening and deepening of the river Meuse in the south of the Netherlands in order to mitigate the risk of flooding. The costs amounting up to approximately € 500 million are largely recovered from the proceeds of the dredged sand and grind.

Position held: Financial expert

Activities performed: financial analysis, bid evaluation, contract negotiations



Airports

Name of assignment or project: Evaluation of the Law on Aviation

Year: 2009-2010

Location: Netherlands

Client: Ministry of Transport

Main project features: The evaluation focuses on the efficiency and effectiveness of the regulatory framework for the incumbent airport operator and its tariff-rate setting policy.

Position held: Financial expert

Activities performed: Review of the effectiveness of the WACC as being the key mechanism to regulate the return of assets



Name of assignment or project: State aid investigation for regional airports

Year: 2008-2010

Location: EU

Client: EC

Main project features: Various regional airports in Europe have experienced significant growth rates mostly attributable to the development of low-cost carriers. Incumbent air operators have on occasion complained at the EC that the agreements of some regional airports with low cost carriers include elements of state aid and have requested to assess the situation

Position held: Team leader

Activities performed: Responsible for state aid investigations for regional airports in Germany, Italy and Finland with the objective to assess whether the respective airports acted as private investors in their partnerships with low cost carriers



Name of assignment or project: New National Airport in the Netherlands

Year: 1999

Location: Netherlands

Client: Ministry of Economy

Main project features: The Government of the Netherlands was considering various options to expand the airport capacity including the option to develop a greenfield airport in the North Sea.

Position held: Team leader

Activities performed: Design a business case and assess the financial feasibility of the strategic options for the National Airport Development Project, including the option for an off-shore airport. Responsibilities included traffic forecasts, financial modelling and PPP options review, as well as review of experiences in the US, Japan and Hong Kong.



Regional and urban development

Name of assignment or project: PPP Framework for Special Economic Zones in Lao PDR

Year: 2009-2010

Location: Laos

Client: UNIDO

Main project features: Design of PPP framework with specific focus on Special Economic Zones

Positions held: PPP expert



Activities performed: Responsible for designing a PPP framework with specific focus on Special Economic Zones including PPP policy, legislative framework, institutional setting and possible financial instruments to facilitate private financing

Name of assignment or project: Beira Master Plan

Year: 2013

Location: Mozambique

Client: Government of the Netherlands

Main project features: designing a financing strategy for the master Plan for the City of Beira.

Positions held: Finance expert

Activities performed: PPP Readiness Assessment and review of public and private financing options, stakeholder workshops, site visit.



Name of assignment or project: Student Housing PPP in Gent

Year: 2007-2009

Location: Belgium

Client: University of Gent

Main project features: Development of student housing in the city of Gent

Positions held: Financial expert

Activities performed: Tendering and contracting of a DBFM contract for the development of student housing facilities in Gent. Responsibilities include financial modelling and the preparation of tender documentation



Name of assignment or project: Golf Resort Development Karpathos

Year: 2005

Location: Greece

Client: confidential

Main project features: Golf Resort Development Karpathos

Position held: Team leader

Activities performed: Preparation of Information memorandum for Golf Resort Development Karpathos



Name of assignment or project: Coastal Expansion between Rotterdam and The Hague

Year: 2004

Location: Netherlands

Client: Ministry of Transport, Public Works and Water management

Main project features: Business Case for expanding the coast between Rotterdam and The Hague

Positions held: Team leader

Activities performed: Various options have been analysed with project values in the range of € 1 to 2 billion as well as possible PPP funding schemes predominantly based on property development



Name of assignment or project: Regional Development of Wieringen

Year: 2004

Location: Netherlands

Client: Ballast Nedam

Main project features: Development of an artificial lake and various other civil works with a total value of € 250 million to be financed from the proceeds of property development

Positions held: Financial & PPP Advisor

Activities performed: Bid preparation, Financial analysis



Other

Name of assignment or project: Galileo Navigation Satellite

Year: 2005

Location: EU

Client: EC

Main project features: The Galileo Navigation Satellite is the EC's response to GPS and was envisaged to be developed through a PPP. A tender process was launched and negotiations were held with a preferred bidder though did not lead to contract close

Position held: Financial expert

Activities performed: Bid evaluation and value for money analysis (PSC).



Recommendations



"Excellent and comprehensive report"

Jerome Levigne (World Bank) on the Diagnostic study for PPP in the road sector in Yemen (2007)



" Thank you again for your work in Mongolia, which was complimented by pretty much everyone we talked to, including a very strongly positive mention from NDIC (Beneficiary)...."

Chris Dooly (ADB) on Review of PPP Legislation in Mongolia (2009)



"Professional to core excellent technical skills, knowledge and presentation skills including capacity building skills"

Chidi Izuwah (Director PPP at the Infrastructure Concession Regulatory Commission in Nigeria) on the Financial Modeling Support to ICRC (2011-2012)



"Delivered what has been promised"

Lulzim Basha (Former Minister of Transport in Albania) on the Tendering and Contracting of the Rreshen – Kalimash Motorway (2006)



"His innovative ideas in areas of framework and development of PPP projects has always inspired me to fulfill my tasks assigned by ADB satisfactorily"

Amzad Hossain – Team Member on PPP Program Support in Bangladesh (2011–2012)



"Fast and detailed grasp of legal, admin and finance reality in the country where he was appointed. Good interpersonal skills"

Witold Grzybowski - Team member on PPP Task Force Support in Poland (2001-2003)



"Working with him has always been very inspiring and enjoyable. He is a true PPP expert, and he combines his knowledge and experience in this field with a strong ability to think innovatively. This very often leads to very useful and out-of-the-box advice to his clients that truly help them face their infrastructure development challenges. Besides, he is a pragmatic project manager and great fun to work with"

Nienke Uil - Team member at Ecorys (2003 – 2009)



"Marcel is very competent PPP consultant, has vast experience in evaluation PPP projects from financial, legal, risk perspectives and others. Has a deep knowledge and experience in financial modelling and using spreadsheets. Marcel is capable of seeing the whole picture, whether a problem or a project is considered and this really helped me to move in the right direction in evaluating potential PPP projects. Marcel conducts excellent training, demonstrating both the deep knowledge of the subject and ability to transfer the knowledge to audience keeping the audience interested and involved"

Nasirdin Urkunchiev - Team Member on PPP Program Support in Kyrgyz Republic (2013 –2017)



"At the beginning of this work, PPP in the Kyrgyz Republic was in a nascent stage, and Marcel made a very big contribution to making PPP a real tool for improving the infrastructure in the Kyrgyz Republic. Besides Marcel's in-depth knowledge of PPP and his ability to mobilize stakeholders for PPP development from scratch, Marcel is a very good leader with hands on competence, passion and energy that can properly organize team processes, ensure knowledge transfer and establishing a long-term development trends. He understands the incentives and needs of the both public and private sectors."

Bakyt Kartanbaev - Team Member on PPP Program Support in Kyrgyz Republic (2013 –2017)

Annex: CP3P Training Experience One of the most experienced and appreciated CP3P trainers in the world

#	Year	Country	Client	Virtual?	Level	Number of Participants	Pass Rate	Satisfaction Training (1-5)	Satisfaction Trainer (1-5)
Certified PPP Professional (CP3P) Training Experience									
Summary									
21					Total	380	88%	4.4	4.7
10					Foundation	173	86%	4.6	4.8
8					Preparation	159	88%	4.2	4.7
3					Execution	48	98%	4.4	4.6
Details									
21	2020	Indonesia	PT SMI	Yes	Preparation	25	Ongoing, exams in Dec/Jan		
20	2020	Africa	AfDB	Yes	Execution	18	100%	4.5	4.6
19	2020	Netherlands	RVO	Yes	Foundation	13	100%	4.3	5.0
18	2020	Netherlands	Ministry of Infrastructure	Yes	Execution	13	100%	4.3	4.6
17	2020	Senegal	ECOWAS	No	Preparation	23	43%	4.3	4.7
16	2020	Senegal	ECOWAS	No	Foundation	23	64%	4.4	4.7
15	2019	Netherlands	RVO	No	Foundation	13	100%	4.5	4.4
14	2019	Netherlands	Ministry of Infrastructure	No	Preparation	10	100%	3.6	4.6
13	2019	Indonesia	Ministry of Finance	No	Preparation	25	100%	4.5	4.9
12	2019	Vietnam	IFC	No	Preparation	24	100%	3.5	4.8
11	2019	Indonesia	Ministry of Finance	No	Preparation	20	100%	4.8	4.8
10	2019	Indonesia	Ministry of Finance	No	Foundation	24	75%	4.7	4.9
9	2019	Vietnam	Ministry of Infrastructure	No	Foundation	7	100%	4.6	4.9
8	2019	Spain	Open	No	Execution	17	94%	4.4	4.4
7	2019	The Gambia	ISPL	No	Preparation	7	57%	4.3	4.5
6	2018	Netherlands	Ministry of Infrastructure	No	Foundation	12	100%	4.4	4.9
5	2018	Indonesia	Ministry of Finance	No	Preparation	25	100%	4.5	4.4
4	2018	Indonesia	Ministry of Finance	No	Foundation	25	92%	4.7	4.9
3	2018	Pakistan	IFC	No	Foundation	20	90%	4.7	4.9
2	2018	Pakistan	IFC	No	Foundation	23	96%	4.5	4.6
1	2018	The Gambia	ISPL	No	Foundation	11	64%	4.8	4.8

Participants' Feedback

"The course is again excellent. And complements to adapting to the new Normal with online training. Very well done, in a short time and with no experience before"

"The trainer's practical experience in PPP was instrumental in excellent course delivery"

"This is one course that I completely enjoyed and stayed engaged after a long time and this is primarily because of Marcel!!!".

"We were also extremely privileged to have Marcel as our trainer. The whole team loved his demeanour and teaching style. We were super happy with Marcel and look forward to the second stage of the training soon".

"excellently delivered", "well thought out and well delivered", "very informative and inspirational", "one of the best trainings we have ever had"

