

# David Baxter

## International Development Practitioner and PPP Navigator



Albania



Saudi Arabia



Myanmar



Sri Lanka

# Personal Mission Statement

It is all about creating new markets  
and continuing to delight existing  
ones

&

Helping the public and private  
sectors make long-term resilient  
infrastructure investment decisions  
that deliver sustainable and  
successful projects in an increasingly  
risky geopolitical milieu



"The difficulty is not so much in  
developing new ideas as in escaping  
from old ones."

**John Maynard Keynes**

# Career Objectives

To continue sharing 25+ years of international infrastructure development experience; resilience planning; program management; and Public-Private Partnership best practices and thought leadership as a consultant and an advisor in an business environment that is collaborative and focused on implementing international best practices and delivering sustainable projects in a competitive development market.



# Biographical Information

I am originally a native of South Africa where I lived and worked before moving to the United States. I am an Economic Geographer (spatial- and macro- economist) by training and have worked in the international development arena for over 25 years. I am currently a Senior Advisor to the International PPP Resilience Center (IPPPRC) in New Orleans which is an affiliated organization of the United Nations Economic Commission for Europe (UNECE). Additionally I am a freelance international development and PPP consultant.

When I was the Executive Director of the Institute for Public Private Partnerships (IP3) my responsibilities included business capture planning and leading teams that provided capacity building programs and infrastructure consulting services to over 40 international clients and business partners. Current and past clients and partners are located in Africa, North and Central America, Latin America, the Middle East, Europe, and Asia.

Many client projects were sponsored by development/donor agencies including USAID, MCC, ADB, the Dutch Foreign Ministry, the African Development Bank, and the World Bank.

I have also lead alliance-building initiatives with institutions around the world that have included the UNECE PPP Center of Excellence in Geneva, the African Development Bank, the PPP Center of Excellence in Istanbul Turkey, the Monterrey Institute in Mexico, the World Bank and the African Development Bank. I have also served as a PPP advisor to the USACE, the World Bank, the Dutch Ministry of Foreign Affairs, and other government and institutional organizations.

**The professional skills that I have developed in previous places of employment include:** Change management \* thought leadership \* project and program management \* preparing and navigating PPP projects \* strategic planning \* technical and best practices consulting \* institutional capacity building \* feasibility studies \* procurements \* resilience planning for infrastructure development in the following sectors – **water, transportation, power** \* bringing collaborators and stakeholders together to develop common management and delivery goals \* risk management \* policy development



# Biographical & Contact Information

**Citizenship:** United States of America and South African

**Languages:** English (full proficiency); Afrikaans (full proficiency); Dutch (working proficiency); German (working proficiency); Russian (studied at University); French (some exposure through Alliance Francaise)

**Cultural Heritage:** Scottish, Dutch, Malay-Indonesian, Xhosa, Khoi-San

**Interests:** Politics, history, linguistics, travel, photography, ethnic music, nature hiking; writing; blogging on social media; photography

**Home:** 6453 Fourth Street, Alexandria - Virginia 22312 USA

**Telephone:** +1 703 462 3661

**Skype:** david.baxter22209

**WhatsApp:** +1 703 462 3661

**Email:** baxterintdev@gmail.com

**LinkedIn:** <https://www.linkedin.com/in/david-baxter-33531b15/>

**LinkedIn Contacts:** 14,100

**LinkedIn Followers:** 14,600



# Education History

- **UNIVERSITY OF UTAH (POST-GRADUATE STUDIES) / 1998 to 2000 (incomplete)**

Participated in the Ph.D. program at the University of Utah. Focused on advanced statistical modeling and research methodologies.

- **UNIVERSITY OF STELLENBOSCH (SOUTH AFRICA) – M.A. ECONOMIC GEOGRAPHY – CUM LAUDE / 1989**

Socio-economic study of alternative transportation systems for disadvantaged communities in African townships and rural communities in the Cape Town Metropolitan area.

- **UNIVERSITY OF STELLENBOSCH (SOUTH AFRICA) – HIGHER EDUCATION DIPLOMA / 1987**

Certified as a History, Geography and English Teacher.

- **UNIVERSITY OF STELLENBOSCH (SOUTH AFRICA) – B.A. HONS – POLITICAL GEOGRAPHY – CUM LAUDE / 1985**

Geo-political studies of the changing post-colonial order in Southern Africa.

- **UNIVERSITY OF STELLENBOSCH (SOUTH AFRICA) – B.A. / 1984**

Majored in Geography and History with minor in English and Archaeology.

- Water Utility Reform Certification – **World Bank 2012**

- FIDIC Procurement Training – Redbook and Yellow Book - UK 2011

- Financing for Development: Unlocking Investment Opportunities Certificate - **World Bank 2017**

- Fundamentals of Islamic Finance – **Institute for Public Private Partnerships 2016**

# Employment History

- **UNECE INTERNATIONAL RESILIENCE CENTER - IPPPRC (ARLINGTON, VA / NEW ORLEANS) – SENIOR PPP ADVISOR – 2017 - Ongoing:**

Senior Advisor and leadership team member of the IPPPRC ([www.ippprc.org](http://www.ippprc.org)). Serve as a PPP advisor / thought leader / consultant on advancing best practices that promote the procurement of resilient infrastructure built under PPP programs.

- **INDEPENDENT CONSULTANT – (ARLINGTON, VA) – 2017 - Ongoing:**

Operating as an independent consultant to governments around the world on infrastructure development; PPP capacity building; and PPP procurement strategies.

- **NATHAN AND ASSOCIATES (ARLINGTON, VA / NEW ORLEANS) – ASSOCIATE PPP ADVISOR – 2017 - 2018**

PPP advisor on the USAID STAIR PPP capacity building, National PPP Guidelines project in Sri Lanka, and PPP procurement best practices.

- **IP3 / TETRA TECH (ARLINGTON, VA) – DIRECTOR / VICE PRESIDENT – 2013 TO 2016:**

Director, consultant/advisor, programmatic and thought leadership, international business development, alliance building, branding, institutional capacity building, PPP procurement strategies energy programs under the USAID Power Africa initiative, proposal preparation, and infrastructure planning related to Public Private Partnerships (PPPs).

- **JACOBS ENGINEERING (ARLINGTON, VA) – INTERNATIONAL DEVELOPMENT BUSINESS DIRECTOR/ PROGRAM MANAGER - 2006 TO 2013:**

Program lead for Jacobs' Millennium Challenge Corporation (MCC) account, US Federal Agency transportation planning project manager and consultant, and strategic advisor to Jacobs' infrastructure program leadership on global growth strategies. A major focus of the MCC program was ensuring that competitive and transparent procurements were initiated.

# Employment History

- **BOOZ ALLEN HAMILTON (SALT LAKE CITY / TYSON'S CORNER) – ASSOCIATE AND SENIOR PROJECT MANAGER – 2002 TO 2006:**  
Natural Resource Planning (Energy, Transportation, Concessions) on Federally Managed Public Lands, advisor on international pursuits, organizational change management for federal agencies.
- **ENTRANCO ENGINEERING (SALT LAKE CITY, UT) - TRANSPORTATION AND PLANNING MANAGER – 1999 TO 2002:**  
Transportation and environmental (NEPA) planning for Federal, State and Local Government clients.
- **SALT LAKE COMMUNITY COLLEGE (SALT LAKE CITY, UT) – ADJUNCT PROFESSOR – 1997:**  
Taught effective communications, business communications, and geography.
- **HUMAN SCIENCES RESEARCH COUNCIL (SOUTH AFRICA) – CHIEF RESEARCHER AND MANAGER - 1996 TO 1997:**  
Program manager of environmental and social development programs in partnership with the South African Department of Environment and Tourism, foreign donors (USAID, Danish Aid, and the World Health Organization).
- **UNIVERSITY OF LIMPOPO (SOUTH AFRICA) – PROFESSOR – 1993 TO 1995:**  
Economic Geography professor, sustainable rural development programs, post-apartheid reconstruction studies, regional representative for World Health Organization "Global Change and Social Transformation Program."
- **CAMPS BAY HIGH SCHOOL (SOUTH AFRICA) – TEACHER – 1990 TO 1992:**  
Taught History, English, and Geography, participated in post-apartheid high school desegregation programs and mentoring of African township children.

# Locations of Project Countries & Collaborations



For more details on projects and collaborations go to next slides

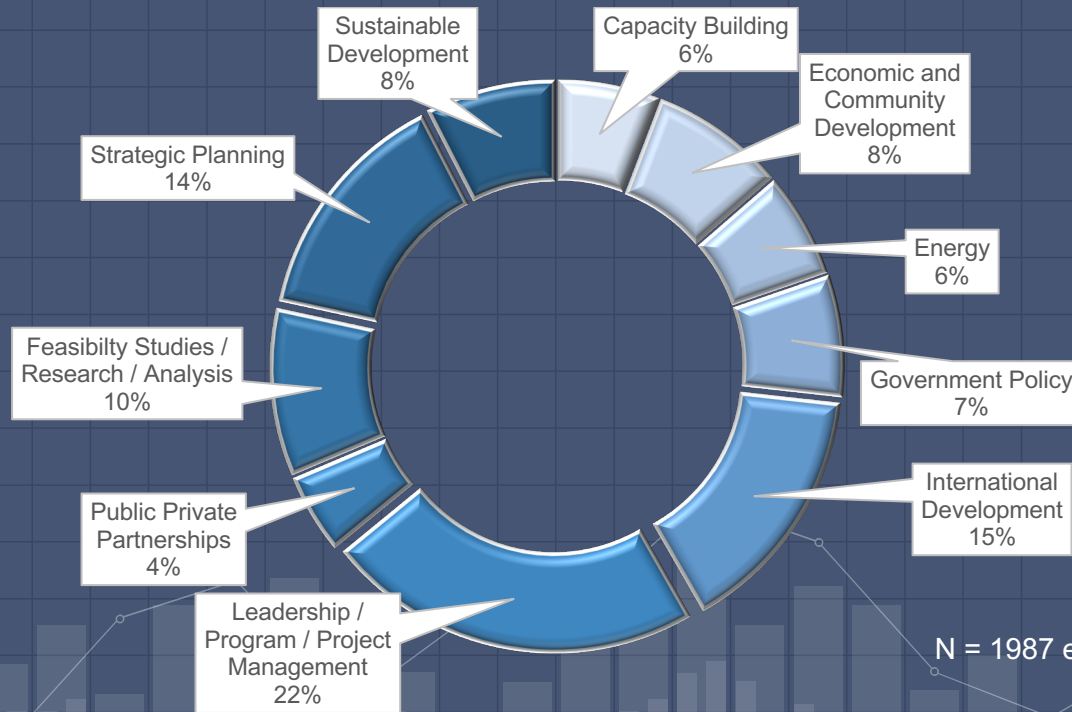


# Selection of Past Clients & Collaborations



For more details on projects and collaborations go to next slides

# Peer Skill Endorsements



N = 1987 endorsements

Follow link to LinkedIn to see all peer endorsements - <https://www.linkedin.com/in/david-baxter-33531b15/>

# PPP / Concession Projects

- **TIRANA, ALBANIA - 2018:** Led a workshop on the fundamentals of PPPs and procurement best practices with public and private sector employees, and banking executives.
- **COLOMBO, SRI LANKA, USAID STAIR PROJECT – 2017 - 2018:** Advisor to the Ministry of Industry and Commerce on procurement and communication strategies to launch SOE and Mining PPP program.
- **COLOMBO, SRI LANKA, USAID STAIR PROJECT – 2017:** Consulting and advising the Ministry of Finance, the National Procurement Commission, and the Ministry of Industry and Commerce on strategies to launch a national PPP program.
- **COLOMBO, SRI LANKA, USAID STAIR PROJECT – 2017:** Collaborated on the development of the new National PPP Guidelines. Additional activities have included workshops and advisory meetings to advance procurement best practices, including resilience strategies
- **RIYADH, SAUDI ARABIA, MINISTRY OF ECONOMY AND PLANNING – 2017:** Capacity building advisory to the ministry on PPPs and how to harmonize PPP planning and procurement goals with the Vision 2030. Follow-up strategy workshop with 48 leaders of government agencies – Ministers, Excellency's, and HRHs.
- **RIYADH, SAUDI ARABIA, MINISTRY OF ECONOMY AND PLANNING / MINISTRY OF HEALTHCARE – 2017:** Capacity building advisory to the Ministry of Healthcare on PPPs and how to harmonize PPP planning with the Vision 2030.
- **RIYADH, SAUDI ARABIA, KING FAISEL HOSPITAL - 2016:** PPP strategic and capacity building advisor to the executive staff of the Riyadh and Jeddah divisions of the hospital. In-depth advisory sessions were held with managers and executives of the hospital to plan their approach to complying with the Saudi Government's 2030 Vision and privatization mandate. Have also provided informal advisory services to the Ministry of Planning and the Economy, PPP Unit.

# PPP / Concession Projects

- **RIYADH, SAUDI ARABIA (CONFIDENTIAL CLIENT) - 2016:** Facilitated a one-week PPP consulting and strategy planning session with a government owned entity. In-depth advisory sessions were held with managers and executives of the company to plan their approach to complying with the Saudi Government's 2030 Vision.
- **NAY PI TAW, MYANMAR, GOVERNMENT OF MYANMAR - 2015:** Co-facilitated a national capacity building and strategic planning workshop. The program was sponsored by the Kingdom of the Netherlands Department of Transportation and the Rijkswaterstaat (the Dutch Government's Department responsible for flooding protection and waterways - equivalent of the USACE). The strategy sessions which focused on PPP fundamentals and procurement best practices were attended by 30 Myanmar government officials who were exploring how to use PPPs to deliver water transportation public works infrastructure programs in the Irrawaddy Delta.
- **JOHANNESBURG, SOUTH AFRICA, US DEPARTMENT OF COMMERCE - 2015:** Participated in the US Department of Commerce's Trade Winds mission as a paid consultant. Co-panelist on a conference workshop that focused on how to open the African Market to PPPs. Led two training workshops for 40 US Government commercial officials from sub-Saharan US embassies on the PPP fundamentals and best practices. Participants represented the US Department of Commerce, the Department of State, the Millennium Challenge Corporation, US AID and Power Africa.
- **KONZA TECHNO CITY (KTC), KENYA - 2015:** Member of the Tetra Tech team that advised the project proponents on how to develop a PPP pipeline strategy to fund the proposed techno city infrastructure.
- **GENEVA, SWITZERLAND, UNECE PPP COE - 2014:** Co-presenter at a Best Practices Master's Training program for 20 PPP officials that represented their national governments and institutions at the United Nations.

# PPP / Concession Projects

- **SAN JUAN, PUERTO RICO, TREN LIVIANO - 2012:** Collaborated on a planning review of the proposed alignment for a proposed Light Rail System that would serve Old San Juan, in San Juan, Puerto Rico. The goal of the project is to develop preliminary documents that San Juan Municipality could use to procure the services of a design-build contractor to build the project through a P3 concession.
- **PENNSYLVANIA AND NEW JERSEY, DELAWARE WATER GAP NRA, - 2009:** Managing Principal/Operations Principal on this project located in the Delaware Water Gap National Recreation Area straddling the Delaware River in both Pennsylvania and New Jersey. The study objective was to develop alternative transportation options for visitors within the NRA through innovative partnerships (PPP concessions) with stakeholder partners who would provide alternative funding sources to this National Parks Alternative Transportation in Parks and Public Lands (ATPPL) Program.
- **SANIBEL ISLAND, FLORIDA, J.N. DING DARLING NATIONAL WILDLIFE REFUGE – 2009 TO 2010:** Planning and Environmental Project Manager/Lead on this project.

The project objective was to improve tourist travel experiences by developing transportation options through alternative funding sources and PPP concessions on the island.

- **HUMBOLDT-TOIYABE SPRING MOUNTAIN NATIONAL RECREATION AREA, NEVADA, U.S. FOREST SERVICE – 2007 TO 2008:** Environmental Project Manager and socio-economic lead for three U.S. Forest Service Recreation Reviews and Market studies for the Spring Mountain National Recreation Area (Humboldt-Toiyabe National Forest) as a sub-consultant to Price Waterhouse Cooper (PWC). Identifying alternative transportation concessional opportunities for recreational activities in the SMNRA to alleviate traffic congestion was one of the major focuses of the study. A critical element of the studies was the development of a strategy to outsource transportation operations through PPP concessions.

## ■ **SALT LAKE CITY, UTAH, SALT LAKE CITY CORPORATION – DEPARTMENT OF AIRPORTS – 2005 TO 2006:**

Prepared outsourcing PPP concession procurement report for the Shuttle Bus Service at the Salt Lake City Airport. Local project coordinator and consultant to the airport management. Helped prepare the technical report.



# Energy Projects

- **NAIROBI, KENYA, USAID / THE INSTITUTE OF ENERGY STUDIES AND RESEARCH (IESR) - 2016:** Technical advisor to IESR's program that is focused on developing comprehensive capacity building programs for the Energy Sector across East Africa. The USAID sponsored program forms part of the Power Africa Initiative. Facilitating new programs with partners and stakeholders from the Kenyan Energy Sector, national certification organizations (NITA & TVETA), the University of Nairobi and the Jomo Kenyatta University.
- **UNITED NATIONS ECONOMIC COMMISSION FOR EUROPE (UNECE) PPP CENTER FOR EXCELLENCE (PPP COE) – 2016:** Member of the Renewable Energy Infrastructure PPP best practices working group.
- **ARLINGTON, VIRGINIA, TANZANIAN MINISTRY OF MINERALS AND ENERGY / WORLD BANK - 2015:** Initiated, designed and delivered a fast track PPP comprehensive institutional capacity building program which was customized to meet the procurement needs of 24 top executives from the Tanzanian Ministry of Minerals and Energy. Collaborating organizations included TANESCO, REA, and EWURA.

The goal of this training was to develop a functioning PPP unit within the Ministry that could promote PPPs within Tanzania's emerging energy sector.

- **AFRICA WIDE, POWER AFRICA INITIATIVE, USAID - 2015:** Team leader responsible for relationship management between Power Africa partners and the 12-participating US Government Agencies who are spearheading President Obama's Power Africa Initiative. Activities include performing due diligence of candidate partners, promoting PPPs, enhancing stakeholder partnerships, and training of relationship managers.
- **PHOENIX ARIZONA, TRANSWESTERN PIPELINE COMPANY – 2008 TO 2009:** Reviewed FERC EIS recommendations for the Phoenix Expansion Project and analyzed expected impacts to residential areas that the project right-of-way would cross.
- **PHOENIX ARIZONA, TRANSWESTERN PIPELINE COMPANY – 2008 TO 2009:** Reviewed FERC EIS recommendations for the Phoenix Expansion Project and analyzed expected impacts to residential areas that the project right-of-way would cross.

# Energy Projects

- **WESTERN UNITED STATES, BUREAU OF LAND MANAGEMENT, KANAB, RICHFIELD, RAWLINS, PINEDALE, AND ROCKSPRINGS FIELD OFFICES – 2002 TO 2006:** Project Team Manager and Program Coordinator. Managed five teams preparing Coordinated Activity and Resource Management Plans and associated Environmental Impact Statements and Implementation Plans, which addressed natural resource planning (largely recreational, coal bed methane, and oil extraction) on millions of acres of federal public land.

Oil and gas concessions were also a focus of the plans. All the projects required considerable inter-agency and stakeholder coordination. Transportation infrastructure (roads, pipelines, and power corridors) mitigation was also an important element of these studies.

- **WESTERN UNITED STATES, BUREAU OF LAND MANAGEMENT, ENERGY ACT OF 2005, SECTION 365 PILOT STUDY – 2006 TO 2006:** Project Manager. Study developed guidelines for efficient implementation of Section 365 objectives. Study included BLM field offices in Montana (Miles City), Wyoming (Buffalo, Rawlins), Utah (Vernal), Colorado (Glenwood Springs) and New Mexico (Farmington and Carlsbad). Field offices were surveyed to determine their readiness to implement the Act. Most important goal of the project was to devise a way to improve coordination between different federal agencies (USFWS, Bureau of Reclamation, USFS, USACE, MMS and NPS). In addition, a focus of the study was to find ways to improve Federal revenue capture from Oil and Gas field leases (concessions) operated and owned by Anadarko, Shell, BP, and Chevron.

# Infrastructure Projects (Water & Transportation)

- **MULTI-COUNTRY, MILLENNIUM CHALLENGE CORPORATION (MCC) – 2009 TO 2012:** MCC IDIQ (Owners Representative) - Manager / Program Manager / Project Manager / Technical Advisor of a \$25 million portfolio of MCC projects. Included MCC infrastructure projects in Armenia (irrigation infrastructure), Georgia (road infrastructure), Ghana (road and ferry infrastructure), Tanzania (roads, power and water infrastructure), Moldova (irrigation and road infrastructure), Cape Verde (WASH utility sector and municipal institutional reform (PPPs)), Mozambique (WASH sector and roads), and Lesotho (healthcare facilities). A large focus of the program support was for procuring large infrastructure projects.
- **FLAGSTAFF, ARIZONA, DEPARTMENT OF THE INTERIOR – NATIONAL PARK SERVICE – RED GAP RANCH WATER PIPELINE FEASIBILITY STUDY - 2009:** Advised the water pipeline engineering team on land use issues on Federally managed land surfaces and inter-agency collaboration. Assisted the project team with advice on stakeholder collaboration and facilitation regarding jurisdictional constraints, NEPA compliance issues and QA/QC of project deliverables.
- **WASHINGTON D.C., DEPARTMENT OF THE INTERIOR / BUREAU OF LAND MANAGEMENT – 2008 TO 2010:** Manager of federal project which supported the BLM in its revision of its national policy manuals and handbooks for recreation planning and transportation management.
- **PRETORIA, SOUTH AFRICA, DEPARTMENT OF WATER AFFAIRS - 1996 TO 1997:** Planning Consultant. Worked with the South African Department of Water Affairs to ensure that safe drinking water was available to remote rural communities in areas of limited water supply.
- **KRUGER NATIONAL PARK, MPUMULANGA PROVINCE, SOUTH AFRICAN DEPARTMENT OF TOURISM AND THE ENVIRONMENT - 1996 TO 1997:** Environmental/Eco-Tourism Consultant. Investigated methods to ensure that riparian systems in the national park were not adversely affected by development pressures from adjacent rural and urban communities.
- **CAPE TOWN METROPOLITAN AREA, SOUTH AFRICA – 1986 TO 1989:** Transportation Researcher. Conducted a four-year comprehensive study on alternative transportation means. Micro financing of informal sector cooperatives was also investigated.

# Other Projects

- **UDOT US 91 Smithfield to Idaho Stateline Road Corridor Project, Utah – 2000 to 2002:** Project Manager / Environmental Planner.
- **General Services Administration, Frank E. Moss Federal Court House, Salt Lake City, Utah – 2001:** EIS Local Team Manager.
- **General Services Administration IRS Building Environmental Assessment, Ogden, Utah – 2000:** EIS expert.
- **MCDOT / ADOT Bypass Loop 303 Road Connector, Grand Avenue and I-10, Arizona – 2000:** Environmental Planner.
- **MCDOT West Valley Multimodal Transportation Corridor, New River Corridor Study, Arizona - 2000.** Environmental Planner.
- **UDOT Cache Valley Corridor Study, Logan, Utah - 2000 to 2002:** Environmental Planner.
- **UDOT Southern Bypass Road Corridor, St. George, Utah to 2000:** Environmental planner.
- **Pretoria, South Africa, Human Needs Resources and the Environment Program (HNRE) – 1996 to 1997:** National Program Manager. Ensured that 40 donor-funded projects were soundly financially managed. Many of the projects focused on the provision of infrastructure (water and electricity) to isolated rural communities.
- **University of the Limpopo, Limpopo Province, South Africa – 1993 to 1995:** Served as a provincial coordinator and representative for the World Health Organization's Global Change and Social Transformation Program. Also served as a research scientist and liaison with traditional communities to help develop sustainable development strategies.



# Present & Past Advisory Roles

- Member of the Secretary of State's PPP Advisory Committee for Infrastructure - 2017
- Senior Advisor to the UNECE affiliated International Resilience Center - New Orleans – 2017 to 2018
- Advisory Board member of the Specialist Centre on PPPs in Smart and Sustainable Cities (PPP for Cities) – IESA Business School – University of Navarra – Spain – 2017 - ongoing
- Advisor to UNECE's PPP Technical Advisory Groups on Water and Sustainable Energy – 2016 - ongoing
- Advisor / Contributor to the World Bank's PPP Certification Program – 2016 to 2017
- Advisor to the World Bank's Benchmarking PPP Procurement Indicator – 2017
- Advisor to the World Bank's PPP Reference Guidelines – Version 3 - 2017
- Member of the USACE-COPRI PPP Initiative Committee – 2016 - ongoing
- Senior fellow of Global Infrastructure Institute – 2016 - 2017
- US Department of State – Member of the RENEWW Zone Committee - 2016
- Think Tank (Confidential) Advisor – on International Aid Policy for US Government in Africa – 2016
- Advisor to the Istanbul PPP Center of Excellence in Turkey - 2016 – ongoing
- Member of the Suliver Board – 2017 - ongoing



# Thought Leadership & Conferences

- **LAFAYETTE, LOUISIANA, USA – 2018:** Panel Moderator at a joint New Orleans World Trade Center / 1Arcadiana PPP discussion on the future of PPPs in Louisiana.
- **NEW YORK, UNITED NATIONS YOUTH LEADERSHIP FORUM, USA – 2017:** Panel member on session focusing on leaving no one behind in development.
- **NEW ORLEANS, INTERNATIONAL INTERNATIONAL RESILIENCE CENTER / NEW ORLEANS WORLD TRADE CENTER, USA – 2017:** PPP workshop for Louisiana PPPs.
- **RIYADH, SAUDI ARABIA, ISLAMIC DEVELOPMENT BANK – 2017:** Forum discussion on the role of PPPs for Member States, moderator and panelist.
- **WASHINGTON, D.C. – 2017: Global Partnership Week - 2017** event held in collaboration with the Department of State, the Global CEO Alliance and the George Washington University - Panelist on Discussion of the Roles of PPPs in International Development.
- **WASHINGTON, D.C. WORLD BANK – 2017:** Reviewer of the new World Bank PPP Guidelines Manual (Version 3)
- **WASHINGTON, D.C. / LONDON – APMG-WORLD BANK – 2016/2017:** Reviewer of the World Bank PPP certification syllabus that was released in 2017.
- **WASHINGTON, D.C. WORLD BANK – 2016/2017:** Reviewer of the new World Bank PPP Guidelines Manual (Version 3) that was published in 2017.
- **WASHINGTON, D.C. WORLD BANK – 2016/2017:** Reviewer of the new World Bank PPP Procurement Benchmarking report that was published in 2017.

# Thought Leadership & Conferences

- **ISTANBUL, TURKEY – 2016:** Co-facilitated a weeklong PPP conference and workshop hosted by the Istanbul PPP COE, Boğaziçi University, and DEIK. During the workshop sessions, strategy discussions were held on healthcare and transportation projects on alternative funding, financing and best practices. Participants attended from over 20 countries and workshop presenters included representatives from the World Bank, the Islamic Development Bank, and the IFC.
- **DUBAI, UAE – 2016:** Invited by the Government of Dubai as a guest speaker at the Dubai International Project Management Forum (DIPMF). Co-presenter in a workshop that focused on long-term project management of large infrastructure PPP projects. The host of the conference was the Dubai Regional Transit Authority (RTA).
- **WORLD BANK / INTER AMERICAN DEVELOPMENT BANK / EBRD / ASIAN DEVELOPMENT BANK / ECONOMIST BUSINESS INTELLIGENCE UNIT – 2016:** Invited as a PPP expert to an Infrascope Benchmarking Framework Workshop to review PPP indicators and form a new collaborative definition of PPPs. Select representatives were invited to attend the workshop from multilateral development banks and the private sector.
- **SAUDI COUNCIL OF ENGINEERS, RIYADH, KINGDOM OF SAUDI ARABIA – 2016:** Invited as a guest speaker by the Saudi Council of Engineers to participate in the Fifth Saudi Engineering Conference, which focused on the potential of PPPs in supporting the 2030 Vision of the Deputy Crown Prince. During the conference, participated with a select group of international PPP experts in a closed-door advisory forum with the executive leadership of the Ministry of Housing, which sponsored the conference.
- **UNITED NATIONS ECONOMIC COMMISSION FOR EUROPE (UNECE) PPP CENTER FOR EXCELLENCE (PPP COE) – 2016:** Participated in the Annual PPP Forum in Geneva as an advisor to the United Nations on developing international PPP best practices. Participated in two working groups focused on Water and Sanitation infrastructure, and Renewable Energy infrastructure.
- **UNITED STATES ARMY CORP OF ENGINEERS / AMERICAN SOCIETY OF CIVIL ENGINEERS / COASTS, OCEANS, PORTS & RIVERS INSTITUTE – 2016:** Committee member of the task committee on alternative financing for waterway infrastructure that is advising the USACE on PPPs as an alternative source of funding/finance for waterway infrastructure.

# Select Publications & Contributions

- World Bank – PPP Blogs - <http://blogs.worldbank.org/team/david-baxter>
- LinkedIn Blogs – 178 on development, resilience and PPPs - <https://www.linkedin.com/in/david-baxter-33531b15/detail/recent-activity/posts/>
- Public Spend Forum – Unsolicited Proposals - <https://www.publicspendforum.net/blogs/david-baxter/2017/10/25/avoiding-unsolicited-proposals-regulations-procuring-public-private-partnerships>
- United Nations - <https://www.linkedin.com/pulse/new-generation-public-private-partnership-david-baxter/>
- USAID - <http://www.dailynews.lk/2018/02/22/business/143529/assistance-sri-lanka-ppp-initiatives>
- Rockefeller Foundation – Africa Energy Feasibility Study (Contributor - <https://www.google.com/search?client=safari&rls=en&q=-+https://assets.rockefellerfoundation.org/app/uploads/20170317134952/Africa-GreenCo-Feasibility-Study-2017.pdf&ie=UTF-8&oe=UTF-8>
- World Bank – PPP Reference Guide - Version Three (Contributor) - <https://ppp.worldbank.org/public-private-partnership/library/ppp-reference-guide-3-0>
- World Bank – Benchmarking PPP Procurement 2017 (Contributor) - <http://ppp.worldbank.org/public-private-partnership/library/benchmarking-ppp-procurement-2017>
- World Bank APMG PPP Certification (Contributor) – <https://ppp-certification.com/>
- ASCE / USACE PPP Alternative Financing Report - [https://www.asce.org/uploadedFiles/News\\_Articles/alt\\_finance\\_report\\_final.pdf](https://www.asce.org/uploadedFiles/News_Articles/alt_finance_report_final.pdf)
- USAID Unsolicited PPP Proposals Module on YouTube - <https://www.youtube.com/watch?v=9i4s7v5jNbQ>

# Select Testimonials

- He regularly calls himself a PPP navigator. I wholeheartedly agree with this description, as he has superior skills that can help those challenged by PPPs to navigate their ever-changing and dynamic complexities. Most importantly, David is a person of the highest integrity who has greatly exceeded my expectations in every way. I place the highest recommendation on his knowledge, expertise, and wisdom in all facets of Public Private Partnerships – **David Dodd – President of the International Resilience Center - Louisiana**
- David is a very talented and skilled professional. He has a great match between theory and practice. We met in many conferences about PPP (Public Private Partnerships) and he was the only to have a wide picture of the area. He also can manage perfectly people from students to politicians and investors. David has many skills and is very difficult to share only one of them. If by any chance happen to have in the team David, you will be the luckiest person in the world. **Erjon Murataj – PPP Unit - Albanian Government**
- Participants appreciated his willingness to share project experiences, international best practice insights, his technical skills, and his excellent knowledge of PPPs. After one particularly important important strategic session held with the Minister of Industry and Commerce, the Secretary, and ministerial senior advisors, the Minister called David "the father of PPPs in Sri Lanka." **Thomas Burola – USAID STAIR Project – Sri Lanka**
- Mr. Baxter demonstrated a high level of professionalism and diligence in meeting all deadlines and fulfilling all of our requirements for the workshop. His worldwide experience and knowledge of PPPs and concessions contributed to an insightful and very informative workshop that was highly engaging for the audience. Our collaboration with Mr. Baxter exceeded our expectations and we look forward to future collaborations with him. **Redjan Basha - ABKONS – Albania**

# Select Testimonials

David is a consummately skilled international executive, and perfectly matched to the PPP field in which he is justifiably admired. David combines senior managerial experience with an entrepreneurial spirit and a character of scrupulous integrity. I have had the pleasure of knowing and working with David for many years, and have seen how he has constructively managed and improved quite different working environments. At IP3, where I often taught on PPP topics, David had the office running like clockwork despite massive trans-national administrative challenges. His staff clearly enjoyed working for him, and the classes were large and enthusiastic about their experience. David's team was able to welcome foreign public and private executives up to the most senior levels, and yet treated every participant with the same high degree of respect. The team's approach reflected the gentility of their leader. Since leaving IP3, I have followed David's busy career with great interest and admiration. He is in high demand, and rightly so. I have no hesitation whatever in recommending David, although such an endorsement is unnecessary since his accomplishments and immediately evident high character speak for themselves. – **Peter Hanson – Law Offices – Washington D.C.**

I am writing in reference to Mr. David Baxter who I have known for a couple of years now. My first encounter with Mr. Baxter was in 2013 during my tenure in Washington DC as Tanzania Ambassador to the USA and Mexico. He was running a very dynamic and formative training program on Public Private Partnership (P3) for Tanzania government officials from key sectors such as energy and infrastructure development. He and his team conducted a special and tailored program for the Embassy staff (gratis) in improving our communication strategy and acquiring general understanding of the P3 for our country's economic transformation and sustainable development. Mr. David Baxter is an exceptional individual with great enthusiasm and charisma that motivates others to appreciate his leadership and vision. Professionally, I found him to be very competent and highly professional in his work. He was able to conduct the training program with a lot of candor and at the same time with great sense of humor which made it exceptionally interesting. He is "I can do it" man at all time and very courteous to his peers and clients. Finally, I wish to add that Mr. Baxter's great personality coupled with expert and global knowledge, as well as his good inter-personal character and proficiency in working with private and public sectors, would be a valuable resource and asset for any public institution or private company. In this regard, I highly recommend him for the position under consideration. **FMR. Amb. L. Mulamula – Republic of Tanzania**

# References

- Liberata Mulamula – Former Tanzanian Ambassador to the United States – email: [liberatamul@gmail.com](mailto:liberatamul@gmail.com)
- Nik Pula – Director of Office of Insular Affairs – United States Department of the Interior – Telephone: 202-208-4736 – email: [nikolao\\_pula@ios.doi.gov](mailto:nikolao_pula@ios.doi.gov)
- Ana Hajduka – CEO Africa GreenCo – Telephone: +44 7789 204 363 – email: [ana.hajduka@africagreenco.com](mailto:ana.hajduka@africagreenco.com)
- Carol Bell – Client Services Manager/Director International Project Development – Stanley Consultants – Telephone: 443-326-4682 – email: [BellCarol@stanleygroup.com](mailto:BellCarol@stanleygroup.com)
- Gabriele Mack – Vice President Economic Inclusion – Global Supply Management – Jacobs Engineering – Telephone: 314-409-1457 – email: [Gabriele.mack@jacobs.com](mailto:Gabriele.mack@jacobs.com)
- Steven Davie – Vice President – GHD. Telephone 770-359-7634 – email: [Steven.Davie@ghd.com](mailto:Steven.Davie@ghd.com)
- Frank Komar – Vice President – Business Solutions Division – Tetra Tech Inc. – Telephone: 703-973-2126 – email: [frank.komar@tetrattech.com](mailto:frank.komar@tetrattech.com)
- Laurence Carter – Senior Director – PPPs, World Bank – Telephone: 202-413-3164 – email: [lcarter@ifc.org](mailto:lcarter@ifc.org)
- Peter C. Hansen – Principal Council – Law Offices of Peter C, Hansen LLC – Telephone: 202-349-3780 – email: [phansen@peterhansenlaw.com](mailto:phansen@peterhansenlaw.com)
- Robert Lane – Former Deputy Chief Administrative Officer for Strategic Initiatives – U.S. House of Representatives – Telephone: 703-635-9846 – email: [rklane2011@gmail.com](mailto:rklane2011@gmail.com)
- Seth Miller-Gabriel – Director, Office of Public Private Partnerships for the District of Columbia – Telephone: 202-285-4857 – email: [seth.millergabriel@dc.gov](mailto:seth.millergabriel@dc.gov)
- Jan van Schoonhoven – Senior Advisor on Innovative Financing and PPPs (Former Director of the UNECE PPP Center of Excellence – Geneva) – Netherlands Ministry of Infrastructure and the Environment – Telephone: +31 (0) 6 525 961 36 – email: [jan.van.schoonhoven@minienm.nl](mailto:jan.van.schoonhoven@minienm.nl)

# Thank You – Further Questions?

Please feel free to contact me should you have any questions. I am willing to provide a conventional resume upon request.

