

# VALERIE MARCEL



## VALERIE MARCEL

*Current Roles:*

*Consultant,*  
KPMG LLP  
*Associate Fellow,*  
Chatham House

### Representative Clients

NAMCOR, Government of East Timor/Timor-Leste, Revenue Watch Institute, Maxwell Drummond, The Norwegian Oil for Development (OfD), Hess, Statoil, Total, BP, JNOC, JBIC, Saudi Aramco, KPC, NIOC, Sonatrach, ADNOC, Sonangol, Department of Trade and Industry (UK), Department of Energy (USA)

### Education and qualifications

PhD in Political Science, awarded with highest honours, Sciences Po Paris, 2001

Diplôme d'Etudes Approfondies (MA equivalent) in International Relations, Sciences Po Paris, 1996.

Master of Arts in International Relations, McGill University (Montreal, Canada), 1995.

### Languages

Fluent in French and English;  
Conversational: Standard Arabic, Egyptian dialect, Spanish

### Country work experience

UK, Canada, UAE, East

### Overview

Valerie is an expert on national oil companies and governance issues in the petroleum sector. She has worked 12 years in the petroleum sector at a the world's leading non-US think tank, 3 years advising on petroleum sector governance on behalf of a blue chip company and 5 years academic experience, including lecturing as an Adjunct Professor in international relations. She has a strong track record of anticipating emerging trends, challenging common assumptions and delivering incisive analyses.

Valerie's qualifications include:

- Author of publications aimed at industry, government and academia, including a seminal book on national oil companies, *Oil Titans; National Oil Companies in the Middle East*.
- Project leader of numerous research projects, bringing together experienced, senior associates from Chatham House and other research institutions.
- Recognized speaker and chair at academic and oil industry conferences, expert workshops and executive strategy workshops.
- Convener of influential, high-level expert workshops on energy issues at Chatham House and for specific governments or organizations.
- Consultant for advisory firms, oil companies, governments and non-governmental organizations.

### Experience

- Associate Fellow, Chatham House (2007-present)  
Research, publication, public speaking and advisory work on energy issues, with a particular focus on Africa and the Middle East. Project leader of major governance initiative: New Petroleum Producers Discussion Group (2011-present), an annual forum for emerging producers, offering context appropriate governance recommendations.
- Consultant, KPMG LLP (2008-present)  
Key member of the Global NOC Team since 2011, which advises African governments and national oil companies on the governance of the petroleum sector and restructuring of national oil companies. Authored 3 thought leadership pieces on emerging issues for NOCs. Forthcoming research report on the costs of building up operator skills in emerging African NOCs, including GNPC.
- Member of the Global Agenda Council on the Future of Oil & Gas, World Economic Forum (2014-2016)  
Provide thought leadership to the World Economic Forum's Oil & Gas Industry Community on the transformations the industry is facing, by providing vision and strategic insights for the long-term future. The Network of Global Agenda Councils is an invitation-only knowledge network that serves as an international brain trust to the World Economic Forum and the world at large.
- Expert Faculty, Blavatnik School of Government (University of Oxford) & Natural Resource Charter (2013)  
High Level Executive Training Course on Natural Resource Management.
- Consultant for Revenue Watch Institute (2010-2012 & 2008-2009)  
Research on optimal roles for national oil companies, regulatory agencies and

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Timor/Timor-Leste, Namibia,  
France, Egypt

### Fieldwork

Saudi Aramco, KSA; KPC, Kuwait;  
Sonatrach Algeria; ADNOC,  
Abu Dhabi; NIOC, Iran

GNPC, Ghana; ENH,  
Mozambique; ANP, São Tomé  
e Príncipe; Namibia; Uganda;  
DRC; NOC Kenya; Sierra  
Leone; NOCAL, Liberia

### Contact

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ministries of energy in low-capacity oil hotspots. Research focused on Ghana, Angola, Gabon, Democratic Republic of Congo (DRC), Sierra Leone, Mozambique, Timor-Leste, São Tomé e Príncipe (STP) and Nigeria.

- Consultant, The Norwegian Oil for Development (OfD) (2009)  
Advisory work for the Government of Timor-Leste on the creation of a national oil company.
- Guest Lecturer, St Anthony's College, University of Oxford & Oxford Institute for Energy Studies (2008) and University College, University of Oxford (2006)
- Principal Researcher (Energy), Chatham House (2004-2007)  
Responsible for the Institute's research activities on energy. Project leader, Good Governance of the National Petroleum Sector (2005-2009): Organized and facilitated 3 high-level workshops involving representatives from 23 producing countries. Led the editorial group that drafted principles of good governance and benchmarks for best practice with the support of an advisory committee composed of producing country delegates.
- Senior Research Fellow (Energy), Chatham House (2002-2004)
- Adjunct Professor, Sciences Po Paris (2001-2002) and Ecole Supérieure de Commerce de Rouen (2001)
- Research Fellow, Centre d'Etudes et de Documentation Economique et Juridique (Cairo, Egypt) (1997-1999)
- Lecturer, Cairo University- IDAI (Egypt) (1997-1999)

### Recent Publications

- "An Emerging Strategic Energy Relationship", KPMG Thought Leadership, January 2014.
- "Guidelines for Good Governance in Emerging Oil and Gas Producers", Chatham House, September 2013.
- "Prospects for good governance in Lebanon's nascent petroleum sector", Energy Strategy Reviews, Volume 2, Issue 1, June 2013, Pages 122-124
- "What Next for the Oil and Gas Industry?" with John Mitchell and Beth Mitchell, Chatham House, Programme Report, October 2012.
- Oil Titans: National Oil Companies in the Middle East, Baltimore, MD: Brookings Institution Press & Chatham House, 2006; Contribution from John Mitchell. Translated into Arabic, Arab Scientific Publishers, Beirut, 2007; into Korean, 2008.
- "Institutional Design in Low-Capacity Oil Hotspots", with Patrick R. P. Heller, Revenue Watch Institute, 31 August 2012.
- "The National Oil Company Investment Challenge" KPMG Thought Leadership, August 2009.
- "Tomorrow's Big Players; Key Issues for Rising NOCs", KPMG Thought Leadership, June 2008.
- "Good Governance of the National Petroleum Sector; The Chatham House Document", with G. Lahn, J. Mitchell, K. Myers & P. Stevens, Chatham House, London, April 2007;
- "Report on Good Governance of the National Petroleum Sector", with G. Lahn, J. Mitchell, K. Myers & P. Stevens, Chatham House, London, April 2007.